

CA2 ON
SM
-C31

Government
Publications

CARON
SM
-C31

Child Care



Ontario
Ministry of
Community and
Social Services

Directions

November 1987 Volume 1 Number 1

ISSN 0835-989X

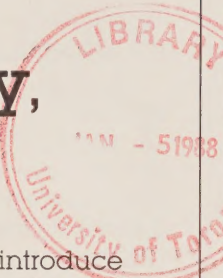
Message from the Honourable John Sweeney, Minister

It is my pleasure to introduce you to the inaugural issue of *Child Care Directions*. This quarterly publication is intended to keep members of the child care community and others interested in this vital issue — our partners — up to date on our progress.

The provincial policy paper



Four pilot projects bring help to rural areas. See story on page 5.





Ministry of
Community and
Social Services

Private Home Day Care

CAJON
SM
-C31

November 1990
Volume 2,
Number 2

SECTIONS



Debbie Gibson, Home Care Provider with Raggedy Ann Day Care,

What form of child care is run by over 100 agencies across Ontario, 5,000 providers and

Family Day Care Services, then called Protestant Children's Home, became the first agency to offer su-

CA 204
SM
-C31

Child Care Directions

Ontario
Ministry of
Community and
Social Services

November 1987 Volume 1 Number 1

ISSN 0835-989X

Message from the Honourable John Sweeney, Minister

It is my pleasure to introduce you to the inaugural issue of *Child Care Directions*. This quarterly publication is intended to keep members of the child care community and others interested in this vital issue — our partners — up to date on our progress.

The provincial policy paper — *New Directions for Child Care* — which I released in June of this year, included partnership as one of the principles upon which a comprehensive, public child care system must be developed. It is therefore fitting that *partnership* is the theme of this first issue. Indeed, strengthening child care partnerships is one of the main objectives of this newsletter.

We intend to promote networking and cooperation among parent boards, program operators and staff, educators, municipal administrators, community college faculty, researchers, children's associations and related community organizations. All of us have an important role to play in putting the new directions for child care into action.

Implementation of these new directions is well underway



Four pilot projects bring help to rural areas. See story on page 5.

within the Ministry of Community and Social Services. Additional funds for this fiscal year have been allocated, and the area staff of my ministry are already engaged in local planning for increased subsidies, capital grants and other development initiatives. A Funding Advisory Committee has been established to assist in the design of the direct grants and the introduction of income testing. Within the ministry, new staff have been hired, research and policy development projects have been initiated, and a Child Care Steering Committee has been formed to ensure that this momentum continues right through the first 3-year cycle.

In future issues, we will continue to keep you informed on activity in COMSOC and other provincial ministries. More importantly, this newsletter provides an opportunity to feature

model programs in the community. Several innovative approaches are described in this issue, and I hope they will inspire similar efforts in other communities. I am particularly excited by the multi-service approach, which includes several types of programs operating from one location, and usually under a single organizational umbrella. Similarly, the location of child care in schools is a creative use of community resources which we and the Ministry of Education will be encouraging. These and other models are made possible by partnership.

It's an exciting time to be involved in child care in Ontario. I hope this newsletter will promote your involvement in the development of the comprehensive system we envision — and a sense of partnership in the process taking place in the months and years ahead.

Child Care at home

Public consultations to follow major review

The strengths and weaknesses of private-home day care will be assessed this fall when the Ontario Ministry of Community and Social Services (COMSOC) begins a major review of services.

The review will result in a Green Paper that will form the basis for a series of public consultations to be held around the province.

It will have two components: a literature review of the status of private-home day care in Ontario and other jurisdictions; and a survey of private-home day care agencies, providers and parents. The literature review will be completed early in the new year and will be distributed to all agencies and local ministry offices. The Green Paper will be available next fall.

The new review will build on the information obtained in the 1983 survey of private-home

day care in Ontario, and will be the foundation for the development of future policies, legislation, program regulations, funding strategies and service approaches for home-based, child care services.

Today, Ontario licenses about 70 agencies for private-home day care. Agency-contracted private homes serve more than 9,000 Ontario children. While still a small proportion of total enrolment, that represents a dramatic increase from the 5,000 children served by 39 agencies in 1981.

With the growth of private-home day care, new attitudes and issues have emerged among parents, agencies and care providers. Parents are asking for great quality in programs and care. Agencies, in turn, are expecting their contracted private homes to meet these new demands. For their part, care providers want adequate compensation for their increased sophistication and responsibility.

"We want to see if the current system can deal with changing needs and expectations," says Lynn Wylie, who is managing the review for the Program Development Unit of COMSOC's Child Care Branch. "The report will lay out the options — which could range from minor changes to a major overhaul.

"What happens then depends on what the early childhood educators, advocacy groups, parents, care providers and agencies have to say during the public consultation process."

In brief, the survey will look at all licensed agencies to form a comprehensive picture of their organization, program objectives and clientele. A review of cost structure will examine rates, operating expenses and sources of funding. Factors inhibiting the expansion of services, and ways of overcoming them, will also be explored.



Donna Wood: award winner.

AECEO awards

There are two winners for this year's *Children's Services Award*, which is conferred by the Association for Early Childhood Education, Ontario (AECEO).

Donna Wood, of Toronto, is a pioneer in the field of music for young children. An "early childhood music educator" for over 40 years, she has conducted workshops, courses, lectures and demonstrations in music and has published two songbooks and produced video tapes for parents and educators.

Elisabeth Van Stam, from Sombra near Sarnia, is currently the ECE coordinator at Lambton College where she initiated the ECE program in 1966. She has since led the development of many children's support services, groups and training programs and has dedicated many volunteer hours to improving the quality of young children's lives.

Potential recipients of the award are nominated by their early childhood education colleagues around the province.

"Quality in early childhood care and education depends on the quality of the educators," says Margaret Hamilton, president of the AECEO, a non-profit, charitable organization. "By honouring those who make an outstanding contribution to greater quality, we also raise public awareness of that fact."

Child Care **Directions**

November 1987
Volume 1 Number 1

Child Care Directions is published four times a year by the Child Care Branch of the Ontario Ministry of Community and Social Services.

Contributors: Colleen Darragh, Stan Draenos, Judith Finlayson, Sheila L. Hamilton, Dawn Napier and Annette Snowden.
Design: Anne Bergasse, The Amber Group.
Photography: Richard Whillans, Karin Grundt.

For further information on the newsletter, or for notification of a change of address, please write to: Editor, *Child Care Directions*, Child Care Branch, Ontario Ministry of Community and Social Services, 9th floor, 700 Bay St., Toronto, Ont. M5G 1Z6.
Telephone (416) 965-0912.



Ontario
Ministry of
Community and
Social Services

**Honourable
John Sweeney
Minister**

Wawa centre a multi- service facility

"Hub-model" concept serves several target groups in one central location

Wawa, a community of 5,000 off the north shore of Lake Superior, is the home of a new — and innovative — child care centre, as a result of government/community cooperation.

The Wawa Parent-Child Play Centre was funded by an \$850,000 grant from the Ministry of Community and Social Services (COMSOC). The grant covered the cost of construction, furnishings and equipment as well as approximately 80 per cent of the centre's operating expenses for 1987/88.

The centre is special in that it provides a multi-service approach to child care. It contains, for example, a parent/child drop-in resource centre and toy lending-library — both of which opened in September. A licensed day nursery for 24 children, from toddlers to school-age children, began operating in October. And a licensed, private-home day care agency is scheduled to open early next year.

This "hub-model" concept is an attempt to address, in one location, the needs of three target groups — working parents, parents in the home and informal caregivers. "Each of these groups has different needs,"



Board president Kathy Thompson helps out at the Wawa centre.

Ministry co-ordinator,

Florence Lake,

says "the public

must be educated

about the broad

scope of child care"

says Florence Lake, child care coordinator for COMSOC's north-central area, "and we're trying to meet all of them." Lake feels the centre's central location will help achieve this goal by enhancing communication and information sharing among the groups.

Even so, during the centre's initial development stages, it wasn't easy for the organizers to get acceptance of the idea. Consequently, Lake recommends that other groups attempting to establish child-care centres in their communities start with a public information campaign.

"The public must be educated about the broad scope of

child care," she says. "They have to be moved beyond the idea that it is only a service for working parents."

Lake feels that the phased-in approach helped gain the community's acceptance. "It allowed us to iron out the wrinkles in existing programs," she says, "before we moved on to the other stages. It also made the problem of finding qualified staff easier to handle."

In addition to being the basis for four excellent child care services in the Wawa region of Algoma, the Parent-Child Play Centre also provides a concrete example of the multi-service approach.

New Guidelines

The Ontario Ministry of Community and Social Services has recently released new guidelines for community groups wishing to apply for funding to establish child care programs.

The guidelines are available in a document called Child Care: Program Development Fund from the ministry's local area offices.

Support services

Ministry survey highlights who's doing what

The Ministry of Community and Social Services (COM-SOC) has just released the results of a major survey of child care support services in the province.

Child care support services (more commonly referred to as Child Care Resource Centres) are those that provide such services as toy lending-libraries, caregiver registries, drop-in centres, and support groups — to both parents and caregivers. COM-SOC has been funding these services since 1980.

In general terms, the purpose of the survey was: to determine what child support services were being provided in other jurisdictions; to discover in what current activities child support services are involved; and to find out what lessons they have learned from their collective experience.

The following are some of the highlights of the survey:

- Overall, the survey discovered that, while a primary goal of the program was to serve the needs of informal caregivers, most child care support services in the province also focused on the needs of parents.
- Caregivers require assistance to deal with: the isolation

of being home with young children all day; children who might be, or become, ill; child behaviour problems; and the financial and administrative aspects of operating an informal child care service.

- Almost 70 per cent of the child care support services expressed a need for guidelines — especially in regard to caregiver registries and drop-ins. The need for "how to" manuals that provide concrete information on the establishment and operation of different services was also identified.

- Both child care support services and ministry staff reported a difficulty in attracting informal caregivers to centre-based services. Reasons given were the workload of the caregiver and the caregiver's concern about the impact of their earnings on their family's income tax status.

There are advantages and disadvantages to serving both parents and caregivers in one facility. While the survey found that this arrangement helps link the two groups it also found that



Parents and children find lots to do at resource centres.



It's child's play!

there may be a lack of trust between the two that inhibits shared experiences and information. It was concluded that, while it may be possible to combine the two groups for some services, it would be advisable to separate them for others. It was felt inappropriate to assume that parents and caregivers can be served in exactly the same way because they are both looking after children.

The following were suggest-

ed as core components of any child care support service: caregiver registry; education of parents to be informed consumers; toy lending-library; resource materials for both parents and caregivers; and support to both formal (licensed) and informal caregivers.

The survey findings will be used in the development of program and funding policy for child care support services and to assist in the future development of these services.

Copies of the Highlights of the Child Care Support Services Survey are available from the Child Care Branch at the address given on page two.



Caregiver Julie Field with Jennifer Nelson.

Special rural needs spark pilot projects

Mention "child care" and most people think of the services that have become an essential part of urban life, as parents rush off to jobs in offices, factories and department stores. But that's only one side of the picture. Ontario's rural families need child care too, and four innovative pilot projects have become the first step in helping them get it.

The projects were prompted by studies that show rural communities need flexible and innovative child care in addition to that provided by the more traditional centre-based programs. Problems of isolation, transportation and low population densities all contribute to the difficulty rural families face when looking for day care.

In more and more rural families, both parents are working in the farm operation — or one is working there while the other is working elsewhere. At the same time, the number of serious farm accidents involving children has underlined the need for proper care when both parents are busy.

The pilot projects — in Northumberland, Lambton, Temiskaming and Dufferin counties — were started in response to concerns raised in a report on the needs of Ontario's families, prepared by the Ontario Federation of Agriculture's (OFA) Child Care Committee and in a Ministry of Community and Social Services' (COMSOC) survey of rural child care needs and preferences. "In general, we found that the need for child care had become as serious in rural Ontario as it is in the cities," says Carol Ashmore, manager of the Child Care Branch's Program Resources Unit.

Funded by the Ontario government, the projects will develop models of child care services that can be used by other communities in future. They will also provide the experience for the

design and delivery of child care in other rural areas.

While all of the projects have some common elements, each one has been adapted to the particular needs of the community it serves.

Flexibility has been paramount, because rural working hours are often irregular and seasonal, and many families live in remote and isolated areas. For this reason, full-time, part-time, seasonal and emergency child care has been provided on a user-fee basis — either in the family home or in that of the caregiver.

Services don't stop with the provision of care, however. The projects have also provided toy-lending libraries, supervised play days and public education programs.

Now in their second year of operation, the pilot projects have helped many rural families — like the Nelsons, for example, who own a dairy farm in the Northumberland county community of Codrington. For the past two summers, Shirley Nelson has been able to send her three young children to the area's pilot child care centre while she concentrated on the farm bookkeeping. "The children really enjoy it," she says, "and I've had the freedom to do my books without having to worry about whether they were playing safely. You just can't do both at once."

COMSOC has been very encouraged by the results of the projects to date. The response from families like the Nelsons has been good; the popularity of the projects is growing; and they have sparked interest across Canada and the U.S.

"The next step is to determine how effective these projects really are in meeting the child care needs of rural families," says Ashmore. "Then we'll see whether they can be implemented across the province."

Employers recognize child care benefits

The bottom line—workers with quality affordable child care make happier, more efficient employees

More and more every day, there is growing corporate recognition of a simple truth—that life at home and performance at work are directly related.

Recognition of that truth is leading astute Ontario firms into the area of employer-supported child care.

Working parents with young children are finding themselves increasingly dependent on child care in order to enter, and stay in, the labour force. Employers, in turn, are finding that more and more of their employees have young children.

"Employers are beginning to realise that they are stakeholders in the child care issue," says Douglas Houston, general manager of Optech Inc., a Metro Toronto high-tech firm. "We have realised that if our employees have child care concerns then this will have a bearing on their work, their efficiency and where they decide to work. We have found that we have all benefited from freeing-up existing laboratory space for an on-site, child care centre."

The need for increased, accessible, affordable and quality child care has come about as a result of profound changes in Ontario's labour



Brittney Ototé (left) and Emmilou Gillis play at Optech.

force over the last two decades. One of the most significant has been the unprecedented increase in the number of women in the workplace. In 1985, for example, 58 per cent of Ontario women were employed, compared to 32 per cent in 1961.

Changes in family life have been no less dramatic. There are growing numbers of single-parent households, and many more dual-career families. Thus, working parents have had to face the difficult task of keeping an appropriate balance between work and family life.

Employers have come to realize that, for many of their employees, child care represents just as big a financial (and logistical) headache as housing, transportation, food and taxes.

"These changing realities provide employers an opportunity to pioneer new child-care programs," says Richard Bradley, provincial coordinator of the Ministry of Community and Social Services' Employer-Advisory Service. "By working in co-operation with employees, government and child care professionals," he says, "more employers will discover that instituting innovative child care programs can make a difference

— a bottom line difference."

The other articles on these pages are examples of two co-operative, employer-supported child care projects that have made, and felt, that difference.

New partnership a first in child care

The Global Television Network is used to winning awards for its productions, but it recently won a surprising new honour—the Canadian Mental Health Association's (CMHA) first *Work and Well-Being Award*.

The award recognizes Global's contribution to the development of the Global Playhouse Child Care Centre—the first child care facility sponsored by more than one employer. In choosing Global, the selection committee said it felt that the unique consortium approach adopted by the network, in conjunction with CBS Records, Harlequin Enterprises and the North York Board of Education, "merited special acknowledgment and attention."

This new partnership was the

first of its kind in Ontario. It resulted in the establishment in September of 1986 of a child care centre in the Don Mills Junior High School. The centre currently cares for 30 children whose parents work nearby.

Global Playhouse was started because the three companies wanted to address their employees' needs for child care. Eager to attract new staff and to keep current employees, the companies decided to offer a new alternative.

The North York Board of Education joined the partnership when it supplied low-rent facilities — four rooms in a local high school close to the offices of the three firms. The consortium then applied to COMSOC and was awarded a grant of approxi-

Now that Global Playhouse has been in action for over a year, parents are becoming increasingly aware of the benefits of workplace child care.

"This type of centre gives parents peace of mind," says Richard Bradley, provincial coordinator of the Employer Advisory Service at COMSOC. "They can visit their kids during the day, and while they're at work they know their children are safe, secure and close at hand."

Deborah Doherty, director of Global Playhouse, sees parents' enthusiasm about the centre first hand. "I'm often one of the first to hear about an employee's pregnancy because she wants to reserve a space here," she says. "I also find that the other

wholeheartedly encourage other corporations to explore the possibility of pooling their resources to create similar workplace child care facilities," he said.

While the member-partners of the consortium feel they enjoy increased retention of employees; reduced tardiness, absenteeism and turnover; and heightened productivity — parents enjoy the knowledge that their children are being well taken care of close by.

But the real winners are the children. They're just plain having fun in a modern, fully-equipped facility!

From rags to rascals

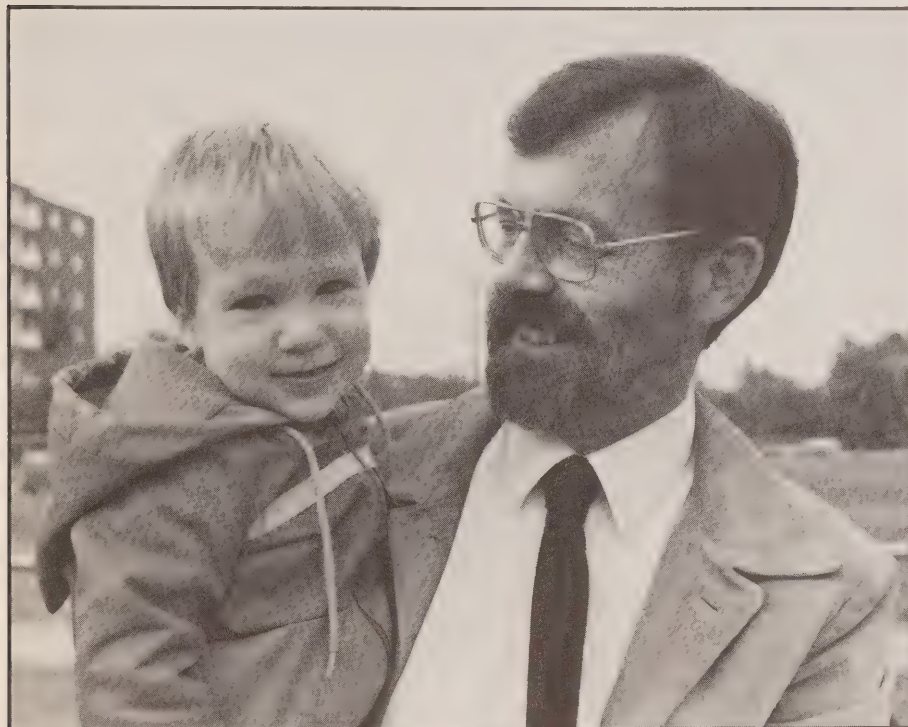
A dynamic partnership in the heart of Toronto's garment industry has recently sewn up a new product — a brand new child care centre.

The Fashion District Day Care Centre opened last month in the city's Spadina neighborhood to accommodate the area's garment workers.

The centre represents the culmination of a rare, but encouraging, partnership between three levels of government, union, management and the community who worked closely together to make the centre a reality.

The catalyst behind the centre was a fashion-industry liaison committee, formed in 1985, that was made up of representatives of all of the groups. "It was a real avenue for action," says Jane Beach, day-care coordinator at the City of Toronto's Department of Planning and Development. Day care was quickly identified by the committee as an urgent need in an industry where 85 per cent of the employees are immigrant women. Many of the parents were relying on inadequate child care or leaving the factories to work at home for low wages.

As a result, the committee decided to establish a child care



North York School Board employee, John Slean, with son Robbie.

mately \$45,000 through the Child Care Incentives Fund. A small portion of the fund was earmarked for start-up operating costs, and the rest was made available for capital expenses such as renovations and the purchase of toys and equipment. Each company supports the ongoing operational costs of the centre by buying up as many child care spaces as it requires for its employees.

parents in the workplace who have children at the Playhouse can be a great support group for new parents."

On accepting the CMHA award, Global president John Burgis (who's also on the Playhouse board of directors), spoke for all members of the consortium when he said how pleased the partners were with the positive effect the centre had had on their employees. "I would

centre — but that decision proved to be only the beginning of an uphill battle.

Communication was one of the biggest hurdles that had to be overcome. The target community was primarily Chinese-speaking. In order to find out about its requirements, Beach and her colleagues had questionnaires translated into Chinese and distributed to local factories. It was discovered, however, that there was a high degree of illiteracy among the Chinese-speaking employees so the city tried a different strategy.

City staff went directly into the factories to talk to employees. Flanked by interpreters, the city's crew talked to factory workers at their sewing machines during lunch breaks. They interviewed parents about their particular child care needs so that the centre's facilities and programs could be tailored

accordingly. And in a further community outreach gesture, a Chinese-speaking city employee phoned parents periodically to keep them up to date on the centre's progress.

This kind of community outreach and the unique partnership approach was the hallmark of the project's success.

All of the partners played a role in getting the centre off the ground.

- The City of Toronto, for example, provided a downtown building as the centre's headquarters and covered the costs of renovating the site.
- Metro Toronto trained its own staff to sensitize them to the cultural needs of Chinese parents applying for child care subsidies.
- The Ministry of Community and Social Services contrib-

uted \$55,000 in start-up costs through the Child Care Incentives Program. The ministry also gave the team consultative services and partly covered the salary of a resource teacher.

- The fashion industry and related unions contributed additional funding and also offered financial assistance to those parents who did not qualify for subsidies.

"The outreach effort has been tremendous," says Beach. "To my knowledge, this is one of the few child care programs in existence where virtually no one using the centre speaks English. Yet the project has worked. This wasn't a case of the parents fitting the system — the system adapted to the parents.

"I hope that what we've done leads to more understanding of day-care needs in ethnic communities," she says.

LOCAL AREA OFFICES

The following is a list of the Ministry of Community and Social Services' local area offices.

NORTHERN ONTARIO

Regional Office:

2nd Floor
473 Queen Street East
SAULT STE. MARIE,
Ontario
P6A 1Z5
(705) 949-8052

Area Offices:

8th Floor
111 Larch Street
SUDBURY, Ontario
P3E 4T5
(705) 675-4515
Suite 301
710 Victoria Avenue
THUNDER BAY,
Ontario
P7C 5P7
(807) 475-1345

Suite 406
222 McIntyre Street
West
NORTH BAY, Ontario
P1B 2Y8
(705) 474-4452

District Offices:

Main Floor
11 Elm Street North
TIMMINS, Ontario

P4N 6A3

(705) 267-7901

20 Main Street South
KENORA,
Ontario
P9N 1S7
(807) 468-3056

Suite 304
123 March Street
SAULT STE. MARIE,
Ontario
P6A 2Z5
(705) 759-8244

8th Floor
111 Larch Street
SUDBURY, Ontario
P3E 4T5
(705) 675-4515

Suite 301,
710 Victoria Street
THUNDER BAY,
Ontario
P7C 5P7
(807) 475-1515

Suite 406
222 McIntyre Street
West
NORTH BAY,
Ontario
P1B 2Y8
(705) 474-1519

CENTRAL ONTARIO

Regional Office:

10th Floor
2195 Yonge Street
TORONTO,
Ontario
M4S 2B2
(416) 963-1010

Area Offices:

8th Floor
2195 Yonge Street
TORONTO,
Ontario
M4S 2B2
(416) 965-5340

34 Simcoe Street
BARRIE,
Ontario
L4M 1A1
(705) 737-1311

Suite 212
1140 Burnhamthorpe
Road West
MISSISSAUGA,
Ontario
L5C 4E9
(416) 897-3100

SOUTHEASTERN ONTARIO

Regional Office:

336 Alfred Street
KINGSTON,
Ontario
K7L 3S5
(613) 548-6761

Area Offices:

Suite 103
1055 Princess Street
KINGSTON,
Ontario
K7L 5T3
(613) 545-0539

60 Hunter St. E.
PETERBOROUGH,
Ontario
K9H 1G5
(705) 743-1624

7th Floor
10 Rideau Street
Rideau Centre
OTTAWA,
Ontario
K1N 9J1
(613) 234-1188

SOUTHWESTERN ONTARIO

Regional Office:

5th Floor
195 Dufferin Avenue
LONDON, Ontario
N6A 1K7
(519) 438-8344

Area Offices:

6th Floor
119 King Street West
P.O. Box 2112
HAMILTON, Ontario
L8N 3Z9
(416) 521-7280

6th Floor
495 Richmond Street
LONDON, Ontario
N6A 5A9
(519) 438-5111

5th Floor
75 King Street South
WATERLOO, Ontario
N2J 1P2
(519) 886-4700

1st Floor
250 Windsor Avenue
WINDSOR, Ontario
N9A 6V9
(519) 254-1651

besoins, Beach et ses collègues ont fait traduire des questionnaires en chinois et les ont distribués dans les ateliers du quartier. Ils s'aperçurent malheureusement qu'il y avait également un grand nombre d'analphabètes dans la communauté et décidèrent de changer de stratégie.

Des représentants de la municipalité allèrent dans les ateliers par-ler eux-mêmes avec les employés. Accompagnés d'interprètes, ils allèrent voir les ouvriers pendant leur période de lunch. Ils demandèrent aux parents quels étaient leurs besoins en matière de garde d'enfants pour pouvoir organiser la garderie et ses programmes en conséquence. Enfin, un employé de la municipalité parlant chinois téléphona régulièrement aux parents pour les tenir au courant des progrès du centre.

Les efforts faits pour aller au-devant de la communauté et la collaboration exceptionnelle qui existait sont la marque de la réussite du projet.

Toutes les parties ont contribué à sa réalisation.

- La ville de Toronto, par exemple, a offert comme siège du centre un bâtiment du centre-ville et en a assumé les frais de rénovation.
- La communauté urbaine de Toronto a sensibilisé son personnel aux besoins culturels des parents d'origine chinoise demandant une subvention pour la garde de leurs enfants.
- Le ministère des Services sociaux et communautaires a versé 55 000 \$ pour les frais de mise en marche, par le biais du programme d'encouragement aux services de garde d'enfants. Le ministère a également offert à l'équipe des services de consultation et a payé en partie le salaire d'un enseignant ressource.
- L'industrie du vêtement et les syndicats ont apporté des fonds supplémentaires et aidé finan-

cièrement les parents qui n'avaient pas droit à une subvention.

"L'effort fait pour attirer la communauté a été extraordinaire, se souvient Beach. À ma connaissance, c'est l'un des rares programmes pour les enfants où pratiquement aucun des usagers du centre ne parle anglais. Et pour tant le projet a réussi. Ce ne sont pas les parents qui se sont adaptés au système — c'est le système qui s'est adapté sur les besoins des parents. J'espère que ce que nous avons fait aidera à comprendre les besoins de garde d'enfants dans les communautés ethniques", conclut-elle.

BUREAUX LOCAUX

Vous trouverez ci-dessous une liste des bureaux locaux du ministère des Services sociaux et communautaires.

NORD DE L'ONTARIO	Bureau régional : 20, rue Main sud KENORA (Ontario) P9N 1S7 (807) 468-3056	Bureau régional : 10 ^e étage Bureau 304 123, rue March SAULT-STE-MARIE (Ontario) P6A 1Z5 (705) 949-8052	Bureau locaux : 8 ^e étage 111, rue Larch SUDBURY (Ontario) P3E 4T5 (705) 675-4515	Bureau 301 Bureau 301 710, avenue Victoria THUNDER BAY (Ontario) P7C 5P7 (807) 475-1345	Bureau 406 222, rue McIntyre ouest NORTH BAY (Ontario) P1B 2Y8 (705) 474-4452	Bureaux de district : Rez-de-chaussée 11, rue Elm nord TIMMINS (Ontario) P4N 6A3 (705) 267-7901
RÉGION DU CENTRE DE L'ONTARIO	Bureau régional : 10 ^e étage Bureau 304 2195, rue Yonge TORONTO (Ontario) M4S 2B2 (416) 963-1010	Bureau locaux : 8 ^e étage 2195, rue Yonge KINGSTON (Ontario) K7L 3S5 (613) 548-6761	Bureau locaux : Bureau 103 1055, rue Princess KINGSTON (Ontario) K7L 5T3 (613) 545-0539	Bureau régional : 60, rue Hunter est PETERBOROUGH (Ontario) K9H 1G5 (705) 743-1624	Bureau 212 1140, rue Burnhamthorpe ouest MISSISSAUGA (Ontario) L5C 4E9 (416) 897-3100	Bureau 406 222, rue McIntyre ouest NORTH BAY (Ontario) P1B 2Y8 (705) 474-1519
RÉGION DU SUD-EST DE L'ONTARIO	Bureau régional : 336, rue Alfred KINGSTON (Ontario) K7L 3S5 (613) 548-6761	Bureau locaux : Bureau 103 1055, rue Princess KINGSTON (Ontario) K7L 5T3 (613) 545-0539	Bureau locaux : Bureau 103 1055, rue Princess KINGSTON (Ontario) K7L 5T3 (613) 545-0539	Bureau régional : 60, rue Hunter est PETERBOROUGH (Ontario) K9H 1G5 (705) 743-1624	Bureau 212 1140, rue Burnhamthorpe ouest MISSISSAUGA (Ontario) L5C 4E9 (416) 897-3100	Bureau 406 222, rue McIntyre ouest NORTH BAY (Ontario) P1B 2Y8 (705) 474-1519
RÉGION DU SUD-OUEST DEL'ONTARIO	Bureau régional : 5 ^e étage 195, avenue Dufferin LONDON (Ontario) N6A 1K7 (519) 438-8344	Bureau locaux : Bureau 103 1055, rue Princess KINGSTON (Ontario) K7L 5T3 (613) 545-0539	Bureau locaux : Bureau 103 1055, rue Princess KINGSTON (Ontario) K7L 5T3 (613) 545-0539	Bureau régional : 60, rue Hunter est PETERBOROUGH (Ontario) K9H 1G5 (705) 743-1624	Bureau 212 1140, rue Burnhamthorpe ouest MISSISSAUGA (Ontario) L5C 4E9 (416) 897-3100	Bureau 406 222, rue McIntyre ouest NORTH BAY (Ontario) P1B 2Y8 (705) 474-1519

Global Playhouse est né du fait que les trois sociétés voulaient aider leurs employés à la recherche d'une garderie. Cette solution leur permettait d'attirer de nouveaux employés et également de garder leur personnel en place.

Le Conseil de l'éducation de North York s'est joint aux efforts des sociétés en mettant à leur disposition, contre un loyer très abordable, quatre salles dans une école voisine de leurs bureaux. Le consortium s'adressa ensuite au ministère des Services sociaux et communautaires et obtint une subvention d'environ 45 000 \$ du fonds d'encouragement aux services de garde d'enfants. Une faible traction du fonds fut affectée aux frais de mise en marche, et le reste à des dépenses en immobilisations, comme des rénovations et l'achat de jouets et d'équipement. Chaque société prend en charge les frais

consultait auprès des employeurs du ministère des Services sociaux et voir leurs enfants au cours de la journée et ils savaient que pendant qu'ils travaillaient, leurs enfants sont en lieu sûr et en même temps près d'eux."

Deborah Doherty, directrice de Global Playhouse, est la première à témoigner de l'enthousiasme des parents. "Je suis bien souvent l'une des premières à savoir qu'une employée est enceinte parce qu'elle veut réserver une place ici, explique-t-elle. Je m'aperçois aussi que leurs collègues qui ont des enfants à Global Playhouse peuvent être d'un grand soutien pour les nouveaux parents."

Acceptant le prix de l'Association canadienne pour la Santé mentale, le président de Global, John Burgis (qui est aussi membre du conseil d'administration de la



L'employé du conseil scolaire de North York, John Sleam, et son fils Robbie.

d'exploitation courants du centre en achetant le nombre de places de garderie dont elle a besoin pour ses employés.

Il y a maintenant plus d'un an que Global Playhouse est ouvert, et les parents sont de plus en plus conscients des avantages d'avoir une garderie près de leur travail. "Guidé à ce genre de centre, les parents ne se font aucun souci, conclut Richard Bradley, coordonnateur provincial du service

garderie), a exprimé l'opinion de tous les membres du consortium, lorsqu'il a déclaré que les associés étaient tout à fait satisfaits de l'effet positif du centre sur les employés. "Je n'hésiterai pas un instant à encourager d'autres sociétés à envisager la possibilité de réunir leurs ressources pour créer un centre de ce genre en milieu de travail", a-t-il ajouté.

Tandis que les membres associés du consortium se réjouissent de

Des "petites mains" aux tout-petits

conservent plus longtemps leurs employés, d'avoir réduit la fréquence des retards, l'absentéisme et les renouvellements de personnel et donc augmenté la productivité, les parents, eux, sont heureux de savoir qu'on s'occupe bien de leurs enfants, près de leur lieu de travail.

Mais les grands gagnants, bien sûr, ce sont les enfants. Ils profitent de la vie, tout simplement, dans un établissement moderne et bien équipé.

En plein cœur du quartier de l'industrie du vêtement de Toronto, on a vu naître un nouveau produit, le fruit d'une collaboration dynamique : une toute nouvelle garderie.

La garderie Fashion District Day Care Centre a ouvert ses portes le mois dernier pour recevoir les enfants des travailleurs de l'industrie du vêtement du quartier de Spadina.

Le centre représente le point culminant de la collaboration assez exceptionnelle, mais encourageante, entre trois paliers de gouvernement, les syndicats, la direction et la collectivité qui se sont attachés à faire de ce rêve une réalité.

Le comité de liaison de l'industrie du vêtement, constitué en 1985, a joué un rôle de catalyseur. Il était composé de représentants de tous les groupes. "C'était une véritable invitation à l'action", déclare Jane Beach, coordonnatrice de garderies au département de planification et de développement de la ville de Toronto. Le comité a tout de suite compris qu'il existait un besoin urgent de services de garde d'enfants dans une industrie où 85 pour 100 des employés sont des immigrants. De nombreux parents avaient trouvé des solutions peu satisfaisantes ou quittaient l'atelier pour travailler chez eux où ils étaient mal payés.

La décision du comité de créer une garderie n'était que le premier pas.

La communication a été l'un des plus gros obstacles à surmonter, parce que la communauté dont il s'agissait parlait surtout chinois. Pour savoir quels étaient ses

Les employeurs reconnaissent les avantages des garderies

Conclusion : les garderies abordables et de qualité font le bonheur des parents

Les sociétés acceptent de plus en plus un fait indéniable, à savoir que la vie de famille et le rendement au travail sont intimement liés. Cette réalisation amène les chefs d'entreprise astucieux à envisager d'accorder leur soutien à la garde d'enfants. Les parents d'enfants en bas âge ont de plus en plus besoin de services de garde d'enfants pour entrer et rester sur le marché du travail. Les employeurs, de leur côté, s'aperçoivent qu'ils ont de plus en plus d'employés ayant des enfants en bas âge. Les employeurs commencent à se rendre compte qu'ils ont un intérêt dans la question de la garde d'enfants, dit Douglas Houston, directeur général d'Optech Inc., une entreprise de technologie de pointe à Toronto. "Nous savons que si nos employés ont l'esprit occupé par la garde de leurs enfants, cela affecte leur travail, leur efficacité et le choix de leur lieu de travail. Nous avons tous bénéficié de la création d'une garderie dans nos locaux, dans un laboratoire désaffecté." Le besoin de services de garde d'enfants plus nombreux, accessibles, abordables et de bonne qualité est le résultat de changements profonds qui se sont produits au cours des deux dernières décennies dans la main-d'œuvre ontarienne. L'un des phénomènes les plus significatifs est l'augmentation sans précédent du nombre de

6/La garde d'enfants : orientations

fermes qui travaillent. En 1985, par exemple, 58 pour 100 de la population féminine ontarienne avait un emploi, contre 32 pour 100 en 1961. Les changements dans la vie de famille ont été tout aussi radicaux. Nous voyons croître le nombre de familles monoparentales et de familles où les deux conjoints travaillent. Les parents qui travaillent à l'extérieur sont donc confrontés à la tâche difficile de maintenir un bon équilibre entre le travail et la vie de famille. Les employeurs ont aussi compris que, pour beaucoup de leurs employés, la garde d'enfants représente un problème financier (et logistique) aussi sérieux que le logement, le transport, l'alimentation et les impôts. "Ces nouvelles réalités donnent aux employeurs l'occasion d'intervenir dans le domaine des programmes de garde d'enfants", fait remarquer Richard Bradley, coordinateur provincial du service consultatif auprès des employeurs du ministère des Services sociaux et communautaires. Et il ajoute : "En collaborant avec leurs employés, les professionnels des services de garde d'enfants, un plus grand nombre d'employeurs découvriront que la mise en place de programmes innovateurs dans ce domaine constitue un avantage substantiel, qui peut même se traduire en dollars."

Les articles sont un modèle de

La garde d'enfants vit de collaboration

collaboration dans deux projets de garderies d'enfants subventionnées par l'employeur, qui ont offert des avantages aux deux parties.

Le réseau de télévision Global est habitué à remporter des prix pour ses productions, mais on sera peut-être un peu surpris de savoir qu'il vient de remporter le premier prix de travail et de bien-être décerné par l'Association canadienne pour la santé mentale. L'Association reconnaissait ainsi la contribution de Global à la création de la garderie Global Playhouse — le premier établissement de ce genre financé par plusieurs employeurs. En choisissant Global, le comité de sélection a jugé que le modèle original, celui d'un consortium, adopté par le réseau en collaboration avec CBS Records, Harlequin Enterprises et le Conseil de l'éducation de North York "méritait une reconnaissance spéciale". Ce genre d'association était une nouveauté en Ontario. Il a conduit à l'ouverture, en septembre 1986, d'une garderie dans l'école Don Mills Junior High. Le centre s'occupe en ce moment de 30 enfants dont les parents travaillent à proximité.



Brittney Oloté (à gauche) et Emillou Gillis à la garderie d'Optech.

Projets pilotes adaptés aux besoins en milieu rural

Financés par le gouvernement de l'Ontario, les quatre projets pilotes créeront des modèles de services de garde d'enfants qui pourront être utilisés par d'autres collectivités à l'avenir. Ils aideront aussi à concevoir des programmes de garde d'enfants dans d'autres régions rurales.

La souplesse des horaires a été un élément d'une importance capitale, parce que les heures de travail en milieu rural sont souvent irrégulières et saisonnières, et beaucoup de familles vivent dans des endroits éloignés et isolés. C'est pour cette raison que la garde des enfants — à plein temps, à temps partiel, saisonnière ou en cas d'urgence — a été offerte, payable selon l'utilisation, soit à domicile, soit chez le gardien ou la gardienne.

Les services ne s'arrêtent pas à la garde des enfants cependant. Les projets comprennent également des bibliothèques de prêt de jouets, des journées de jeux supervisées et des programmes d'information ouverts au public.

Les projets, en cours maintenant depuis deux ans, ont aidé de nombreuses familles vivant à la campagne — comme les Nelson, qui ont une ferme laitière à Codrington, dans le comté de Northumberland. Pendant les vacances d'été, ces deux dernières années, Shirley Nelson a ainsi pu envoyer ses trois enfants à la garderie pilote de la région, ce qui lui a laissé le temps de s'occuper de la comptabilité de la ferme. "Les enfants se sont vici-ment bien plus au centre, dit-elle, j'ai eu tout le temps de faire mes livres sans avoir à les surveiller. On ne peut pas faire les deux à la fois."

Le ministère des Services sociaux et communautaires est très encouragé par les résultats des projets jusqu'ici. Comme les Nelson, de nombreuses familles en sont satisfaites; les projets ont de plus en plus de succès et ils ont suscité beaucoup d'intérêt dans tout le Canada et aux États-Unis.

"L'étape suivante sera de déterminer si ces projets répondent vraiment bien aux besoins des familles rurales en matière de garde d'enfants, continue Carol. Nous verrons alors s'il est possible de les mettre en application dans toute la province."

La garde d'enfants : orientations/5

Prononcez les mots "garde d'enfants" et tout le monde pense aux services qui font maintenant essentiellement partie de la vie citadine, où les parents se précipitent tous les matins à leur travail — au bureau, à l'usine ou dans un grand magasin. Mais cela ne constitue qu'un aspect du tableau. Les familles rurales de l'Ontario ont aussi besoin de services de garde d'enfants, et nous allons vous présenter quatre projets innovateurs qui constituent une première démarche à leur égard.

Les projets sont l'aboutissement d'études où il ressort que les communautés rurales ont besoin de garderies d'enfants faisant preuve de souplesse et d'innovation, en plus de celles fournies par les programmes plus traditionnels dans des centres. L'isolement, le manque de transport et la faible densité de population sont tous des problèmes auxquels doivent faire face les familles habitant en milieu rural qui cherchent des garderies statistiques.

Dans les familles rurales, on voit de plus en plus les deux parents travailler à l'exploitation agricole, ou un parent s'y consacrer, tandis que l'autre travaille ailleurs. Simultanément, le nombre d'accidents sérieux impliquant des enfants dans les fermes souligne le besoin d'une supervision adéquate lorsque les deux parents sont occupés.

Les quatre projets pilotes — dans les comtés de Northumberland, Lambton, Temiskaming et Dufferin — sont nés des inquiétudes soulevées dans un rapport sur les besoins des familles ontariennes, rédigé par le comité pour les services de garde d'enfants de la Fédération de l'agriculture de l'Ontario. Les mêmes questions ont figuré dans une enquête du ministère des Services sociaux et communautaires sur les besoins et les préférences en matière de garde d'enfants en milieu rural. "Nous nous sommes aperçus que, dans l'ensemble, le besoin de garderie d'enfants est un problème aussi sérieux en milieu rural qu'en milieu urbain en Ontario", souligne Carol Ashmore, directrice de la section des ressources des programmes de la Direction des services de garde d'enfants.

d'enfants le registre des gardiens et gardiennes, l'éducation des parents pour en faire des consommateurs avisés, le matériel prêt de jouets, le matériel ressource tant pour les parents que pour les gardiens et gardiennes et l'apport d'un soutien aussi bien aux gardiens et gardiennes titulaires d'un permis qu'aux autres.

Les conclusions de l'enquête serviront à l'élaboration d'une politique en matière de programmes et de financement pour les services de soutien à la garde d'enfants maintenant et dans l'avenir.

Vous pourrez vous procurer un tirage plus tard dans l'année le texte français de Résumé de l'étude sur les services auxiliaires de garde d'enfants, en écrivant à la Direction des services de garde d'enfants, à l'adresse donnée en page 2.



Julie Field, la gardienne, et Jennifer Nelson.

Les services de soutien

Les points saillants de l'enquête du ministère

Le ministère des Services sociaux et communautaires vient de publier les conclusions d'une grande enquête sur les services de soutien à la garde d'enfants dans la province.

Les services de soutien à la garde d'enfants (aussi connus sous le nom de centres de ressources pour la garde d'enfants) offrent des services comme les bibliothèques de prêt de jouets, les registres de gardiens et de gardiennes, des haltes-accueil et des groupes de soutien — aussi bien pour les parents que pour les gardiens et gardiennes. Le ministère finance ces services depuis 1980.

En gros, le but de l'enquête était de chercher à savoir quels services de soutien à l'enfance étaient offerts dans d'autres territoires, de découvrir à quel genre d'activités ils participaient à ce moment-là et ce que leur avait appris leur expérience collective.

Voici quelques-uns des points principaux relevés par l'enquête :

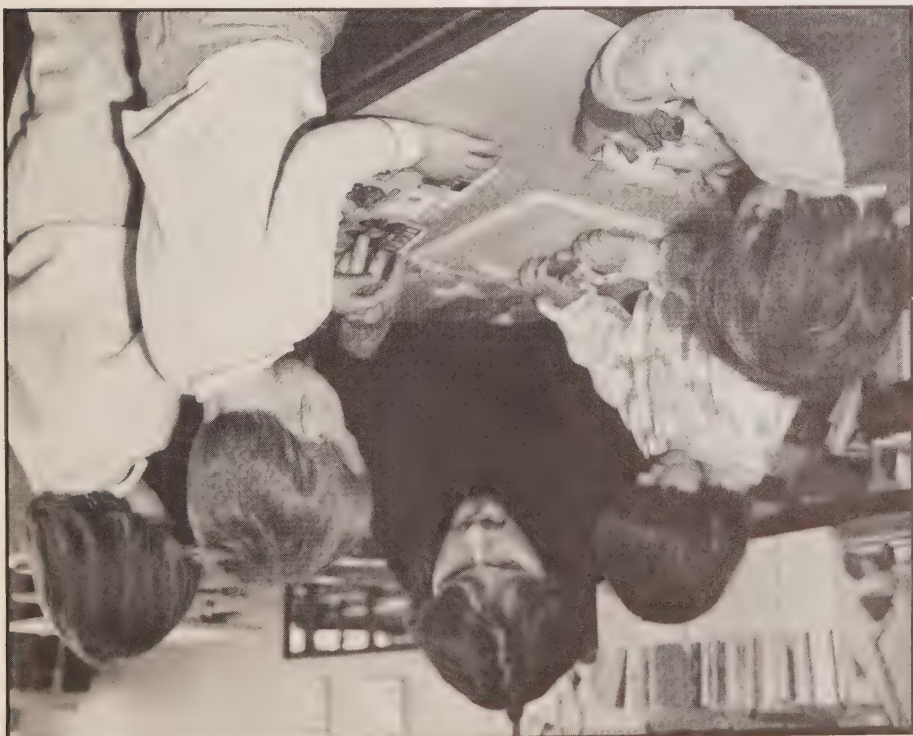
- L'enquête a révélé que, en général, bien qu'un des objectifs du programme soit de répondre aux besoins des gardiens ou gardiennes en milieu familial, la plupart des services de soutien de la province sont aussi axés sur les besoins des parents.
- De leur côté, les gardiens et gardiennes ont aussi des difficultés : le sentiment d'isolement

qu'ils ont en se retrouvant seuls avec de jeunes enfants toute la journée; le problème des enfants qui sont malades ou pourraient l'être, ou ont un comportement difficile; enfin, les aspects financier et administratif d'un service de garde d'enfants en milieu familial.

- Près de 70 pour 100 des services de soutien ont exprimé le besoin de lignes directrices — particulièrement en ce qui concerne les registres de gardiens et gardiennes et les haltes-accueil. On a aussi relevé le besoin de manuels pratiques donnant des renseignements concrets sur la mise en place et le fonctionnement des différents services.

- Tant les services de soutien à la garde d'enfants que le personnel du ministère ont fait part de la difficulté qu'ils avaient à attirer les gardiens et gardiennes en milieu familial vers des services émanant d'un centre. Les raisons citées étaient leur charge de travail et l'inquiétude que suscitant la possibilité que leurs gains aient un effet sur la situation de la famille au plan fiscal. On trouve à la fois des avantages et des inconvénients à servir dans le même établissement les parents et les gardiens et gardiennes. Les enquêteurs se sont aperçus que cette situation aide à créer un lien entre les deux

Parents et enfants trouvent une mine de ressources dans les centres.



Un jeu d'enfant!

groupes, mais ils ont aussi remarqué qu'il pourrait exister un manque de confiance entre eux qui les empêche de partager leurs expériences et leurs connaissances. On en a conclu que, s'il était possible de réunir les deux groupes pour certains services, il serait aussi à conseiller de les séparer pour d'autres. On ne devrait pas supposer que les parents et les gardiens ou gardiennes peuvent être desservis exactement de la même manière parce que les deux groupes s'occupent d'enfants. A la suite de l'enquête, on propose comme éléments essentiels de tout service de soutien à la garde

Le centre de Wawa offre un éventail de services

Le "centre pivot" dessert plusieurs groupes cibles au même endroit

Wawa, une collectivité de 5 000 habitants sur la rive nord du lac Supérieur, est le berceau d'un nouveau centre, innovateur, de services de garde d'enfants, qui est le produit de la collaboration entre le gouvernement et la collectivité.

Le centre récréatif pour parents et enfants de Wawa a été financé grâce à une subvention de 850 000 \$ du ministère des Services sociaux et communautaires. La subvention a couvert les frais de construction, d'ameublement et d'équipement, et environ 80 pour 100 des frais d'exploitation du centre pour 1987-1988.

Le centre a cela de particulier qu'il fournit un éventail de services connexes à la garde d'enfants. Il y a, par exemple, une halte-accueil pour parents et enfants et une bibliothèque de prêt de jouets — qui ont tous deux ouvert leurs portes en septembre. La garderie titulaire de 24 enfants, allant des tout-petits jusqu'aux enfants d'âge scolaire, a ouvert en octobre. Il est prévu qu'une agence titulaire de permis pour les services de garde en milieu familial entrera en activité au début de l'année prochaine. L'idée de ce "centre pivot" est d'essayer de pourvoir, au même endroit, aux besoins de trois groupes cibles — les parents qui travaillent à l'extérieur, les parents qui tra-

sont chez eux et les gardiens ou gardiennes qui n'ont pas de permis.

Selon la coordonnatrice

du ministère, Florence

Lake : "Le public doit

comprendre toutes les

possibilités de la garde

d'enfants."

"Chacun de ces groupes a des besoins différents, explique Florence Lake, coordonnatrice des services de garde d'enfants pour la région centrale du Nord du ministère, et nous essayons de répondre à tous leurs besoins." Florence espère que l'emplACEMENT central de l'établissement aidera à atteindre ce but, en facilitant les communications et les échanges de renseignements d'un groupe à l'autre. Malgré cela, au tout début de la mise sur pied du centre, il n'a pas été facile pour les organisateurs d'en faire accepter l'idée. Florence recommande donc que les autres groupes qui voudraient créer un centre de garde d'enfants dans leur collectivité commencent par une campagne d'information du public.

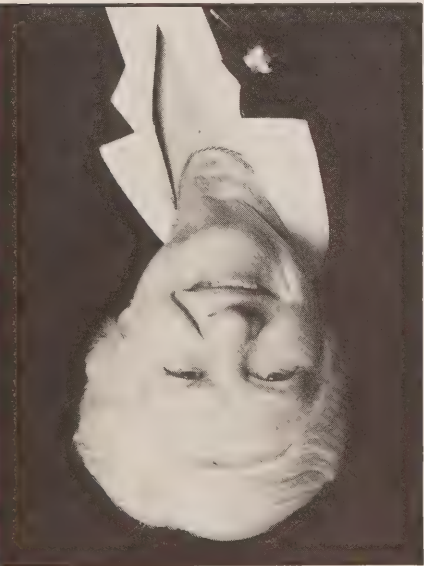


Au centre de Wawa, la présidente Kathy Thompson n'hésite pas à donner un coup de main.

"Il faut que le public comprenne toutes les possibilités de la garde d'enfants, dit-elle. Les gens doivent dépasser l'idée qu'il s'agit d'un service réservé aux parents qui travaillent." Florence pense que le fait que le centre ait procédé par étapes a contribué à le faire accepter dans la collectivité. "Cela nous a donné le temps d'aplanir les difficultés des programmes mis sur pied avant de passer au stade suivant. Cela nous a également donné le temps de recruter du personnel qualifié." Nous avons donc dans la région de Wawa, dans le district d'Algonquin, quatre excellents services pour les enfants et, en même temps, dans le centre récréatif pour parents et enfants, l'exemple concret d'un centre local de services communautaires.

Nouvelles directives

Le ministère des Services sociaux et communautaires de l'Ontario vient de publier les nouvelles lignes directrices visant les groupes communautaires qui souhaitent demander une subvention pour créer des services de garde d'enfants. Ces lignes directrices se trouvent dans un document intitulé "Fonds d'établissement de services de garde d'enfants" que vous pouvez vous procurer auprès des bureaux locaux du ministère.



La lauréate Donna Wood

Prix de l'AFPO

L'Association d'éducation des petits de l'Ontario (AFPO) a récemment cette année deux prix de services aux enfants.

Donna Wood (Toronto) peut être qualifiée de précurseur dans l'enseignement de la musique aux jeunes enfants. Pendant plus de 40 ans, elle a enseigné la musique aux très jeunes enfants, a dirigé des ateliers, donné des cours, des conférences et des auditions. Elle a de plus publié deux livres de chansons et produit des bandes vidéo pour les parents et les éducateurs.

Elisabeth Van Stam (Sombrà près de Samia) est actuellement la coordonnatrice des programmes d'éducation à la première enfance de Lambton Collège, où elle a elle-même lancé le programme en 1966. Depuis 1957, elle a dirigé la mise en place de nombreux services de soutien aux enfants, de groupes et de programmes de formation, et a consacré bénévolement de nombreuses heures à l'amélioration de la qualité de vie des jeunes enfants.

Les candidats au prix sont nommés par leurs collègues dans le domaine de l'éducation à la première enfance de toute la province. La qualité des soins et de l'éducation à la première enfance dépend de la qualité des éducateurs, déclare Margaret Hamilton, présidente de l'Association classée comme oeuvre de charité à but non lucratif. En rendant hommage à celles qui ont contribué de façon exceptionnelle à améliorer la qualité, nous rendons le public plus conscient de son importance."

La garde d'enfants en milieu familial

Des consultations publiques suivront la publication du Livre vert.

Les points forts et les points faibles de la garde d'enfants en milieu familial seront évalués cet automne, lorsque le ministère des Services sociaux et communautaires de l'Ontario entreprendra une vaste étude sur lesdits services. Cet examen fera l'objet d'un Livre vert qui sera discuté au cours d'une série de consultations publiques dans toute la province. L'examen comprendra deux éléments : une étude sur la documentation portant sur la situation de la garde en milieu familial en Ontario et ailleurs, et une enquête sur les agences et les personnes qui assurent la garde en milieu familial et les parents. L'étude sur la documentation sera terminée au début de l'année prochaine et distribuée à toutes les agences et bureaux locaux du ministère. Le Livre vert sera publié à l'automne prochain. La nouvelle étude s'appuiera sur les renseignements obtenus lors de l'enquête de 1983 sur la garde en milieu familial en Ontario. Elle servira de point de départ à l'élaboration de nouvelles politiques.

Orientations

La garde d'enfants

Novembre 1987
Volume 1 Numéro 1

La garde d'enfants : orientations est publiée quatre fois l'an par la Direction des services de garde d'enfants du ministère des Services sociaux et communautaires de l'Ontario.

Collaborateurs : Colleen Darragh, Stan Dracos, Judith Finlayson, Sheila L. Hamilton, Dawn Napier et Annette Snowdon.

Graphisme : Anne Bergasse, The Amber Group.

Photographie : Richard Whillans.

Pour obtenir de plus amples renseignements sur le bulletin ou pour faire part d'un changement d'adresse, veuillez écrire à : La rédaction, La garde d'enfants : orientations, Direction des services de garde d'enfants, Ministère des Services sociaux et communautaires de l'Ontario (Toronto) M7A 1E9.

Téléphone (416) 965-0912

Ontario
Ministère des Services sociaux et communautaires
L'honorable John Sweeney
Ministre

lois, réglementations de programme, stratégies de financement et formules applicables aux services de garde d'enfants en milieu familial.

Il existe de nos jours en Ontario environ 70 agences titulaires d'un permis pour la garde d'enfants en milieu familial. Les foyers choisis par ces agences reçoivent plus de 9 000 petits Ontariens. Bien que ce ne soit qu'une faible proportion du nombre total d'enfants gardés, cela représente une augmentation substantielle comparée aux 5 000 enfants et 39 agences de 1981.

Depuis que la garde en milieu familial prend de l'ampleur, les parents, les agences et les gardiens ou gardiennes ont changé d'attitude, et de nouveaux facteurs entrent en jeu. Les parents demandent de grande qualité. Les agences de garde répondent à ce que les foyers elles, s'attendent à ce que les foyers sous contrat répondent à ces nouvelles exigences. Enfin, les gardiens et gardiennes veulent être rémunérés en fonction du degré de perfection qu'on leur demande et de leurs responsabilités accrues.

"Nous voulons voir si le système tel qu'il existe actuellement peut répondre aux nouveaux besoins et aux nouvelles attentes, expliquer Lynn Wylie, qui dirige l'étude pour la section de mise au point des programmes de la Direction des services de garde d'enfants du ministère. Le rapport présentera des options — qui pourraient aller de modifications mineures à un remaniement complet."

"Le résultat dépendra de ce que les responsables de l'éducation à la première enfance, les groupes d'intervention, les parents, les gardiens et gardiennes et les agences auront à dire pendant le processus de consultation publique."

En bref, l'enquête examinera toutes les agences titulaires de permis pour obtenir une vue d'ensemble de leur organisation, leurs objectifs de programme et leur clientèle. Dans une analyse de la structure des coûts, on étudiera les tarifs, les frais d'exploitation et les sources de financement. On examinera également les obstacles à l'expansion de ces services et la façon de les surmonter.

Message de l'honorable John Sweeney, ministre

J'ai le plaisir de vous présenter le premier numéro de *La garde d'enfants : orientations*. Cette publication trimestrielle tiendra au courant de nos progrès tous ceux qui s'occupent de la garde des enfants de près ou de loin, nos associés.

L'énoncé de politique provin-

ciale — La garde d'enfants : Orien-

tations nouvelles — que j'ai publié

en juin dernier, cite la collaboration

comme l'un des principes de base

du système intégré, public de serv-

ices de garde d'enfants. Il est donc

normal que nous fassions de la col-

laboration le thème de ce premier

numéro. En fait, l'un des principaux

objectifs du présent bulletin est de

renforcer la collaboration en

matière de garde d'enfants.

Nous nous proposons de pro-

mouvoir la formation de réseaux et

la collaboration entre conseils de

parents, dirigeants et personnel du

programme, éducateurs, adminis-

trateurs municipaux, membres du

corps enseignant des collèges

communautaires, chercheurs,

associations d'enfants et d'orga-

nismes communautaires

connexes. Nous avons tous un rôle

important à jouer pour mettre en

oeuvre les nouvelles orientations

en matière de garde d'enfants.

Au sein du ministère des Ser-

vices sociaux et communautaires,

la mise en application des nou-

veaux programmes est déjà

bien amorcée. Des fonds supplé-

mentaires ont été affectés pour le

présent exercice, et le personnel local de mon ministère planifie déjà à l'échelon local en vue d'une augmentation des subsides, de subventions d'immobilisations et d'autres initiatives de développe-

ment. Le nouveau comité consul-

taif de financement aidera à défi-

nit une politique s'appliquant aux

subventions directes et à l'introduc-

tion de l'examen des revenus. Au

sein du ministère, nous avons

recruté de nouveaux employés;

des projets de recherche et d'éla-

boration de politique ont été mis

en train, et nous avons formé un

comité de direction des services de

garde d'enfants pour continuer sur

notre lancée jusqu'à la fin du pre-

mier cycle de trois ans.

Dans les prochains numéros de

ce bulletin, nous vous tiendrons au

courant des activités de notre minis-

tère et d'autres ministères provin-

ciaux. Mais le but de ce bulletin-ci

est surtout de mettre en lumière des

programmes modèles au sein

même de la collectivité. Plusieurs

méthodes innovatrices sont décrites

dans le numéro que vous avez

entre les mains et j'espère qu'elles

inspireront des efforts analogues

dans d'autres collectivités. Je

trouve particulièrement intéress-

sante la formule "événement de ser-

vices" qui englobe plusieurs types

de programmes regroupés au

même endroit, généralement sous

l'égide d'une seule et même orga-

nisme. Les garderies d'enfants dans

les écoles sont un bon moyen d'utili-

ser les ressources de la collectivité

que nous-mêmes et le ministère de

'Éducation encouragerons. C'est le

genre d'initiatives rendues pos-

sibles par la collaboration.

La garde d'enfants est vraiment

le sujet du moment en Ontario. J'es-

père que ce bulletin vous incitera à

participer à l'établissement d'un

système intégré tel que nous l'envi-

rons, et à vous associer au

processus qui va se dérouler au

cours des mois et années à venir.

Quatre projets pilotes destinés au milieu rural. Voir article en page 5



Private Home Day Care

CAZON
SM
-C31

November 1990
Volume 2,
Number 2

Child Care

DIRECTIONS



Debbie Gibson, Home Care Provider with Raggedy Ann Day Care, sings and claps with Anthony, Colin, Sean and Sarah.



What form of child care is run by over 100 agencies across Ontario, has more than 5,000 providers and is responsible for the care of more than 11,000 children? The answer: private home day care (PHDC). Despite all this activity, which has been going on for more than two decades, private home day care programs continue to operate in the shadow of the better known group or centre-based programs.

Private home day care may not be as visible, but it is still very much a part of the "formal" licensed child care system. PHDC agencies are licensed by the Ministry of Community and Social Services and must fulfil all procedural, policy and program requirements set out in the *Day Nurseries Act*, including standards protecting the safety and well-being of the children cared for in agency homes.

Supervised private home day care began in Ontario in 1966 when

Family Day Care Services, then called Protestant Children's Home, became the first agency to offer supervised home child care in Metropolitan Toronto's East York. Their success inspired other private agencies to develop PHDC programs.

In 1974, the Minister's Advisory Council on Day Care proposed a series of recommendations which included licensing private home day care agencies under the *Day Nurseries Act*. Also in 1974, an amendment to the *Act* allowed the Ontario government to share the costs with municipalities for purchase-of-service subsidy agreements with supervised private home day care. The increased funding support resulted in thirteen municipalities operating and purchasing private home day care service by 1975.

In 1978, a government bill extended the Ministry's authority to license and inspect private home

November 1990

Volume 2,

Number 2

Child Care Directions is published by the Child Care Branch of the Ontario Ministry of Community and Social Services.

Advisory Committee: Heather Barker, Lola Bratty, Joan Burant, John Ecker, Katherine Farris, Charlotte Wheeler, Suzanne Zakoor

Editor: Twocan Communications

Contributors: Heather Barker, Kay Eastham, Katherine Farris, Barbara French, Janice May, June Pollard, Paul Siemens

Design and Photography: Lockwood Design Associates Inc.

For further information on the newsletter please write to: The Editor, Child Care Directions, Child Care Branch, Ontario Ministry of Community and Social Services, 9th Floor, 700 Bay Street, Toronto, Ontario, M5G 1Z6 Telephone: (416) 965-4071.



day care agencies and a Ministry committee was established to write standards and guidelines for the licensing of private home day care agencies. After three years of extensive consultations with the child care community, in 1983 a policy statement on Standards for Day Nurseries was published. This was followed by a revised Regulation under the *Day Nurseries Act* which became effective in January 1984. For the first time, all private home day care agencies were required to be licensed.

It takes more than regulations, however, to create a truly supportive agency system for both children and providers. To this end, PHDC agencies have established many well designed systems (see page 6). As well, the agencies take great care in selecting their home care providers. These are special people who not only have decided to provide child care in their homes, but also have agreed to participate in training opportunities and to

comply with the standards under the *Day Nurseries Act* and the policies of the agency, including home inspections and supervision.

There are several reasons why many parents prefer to enrol their children in a home-based, child care setting. For parents who need care for more than one child, private home day care can often accommodate a wide age span, thus allowing siblings to stay together. Some families feel that home day care is more suitable for very young children and that such a setting offers more opportunities for personal attention. No less important is the availability of fee subsidy, which enables eligible families to apply for help with the cost of care.

This month, *Child Care Directions* looks at the issues facing those involved with private home day care and at the solutions several agencies have developed to deal with the needs of their staff, providers, parents and children.

Private Home Day Care Survey Summary

Barbara French

Program Supervisor
Child Care Services
Toronto Area Office

In 1987, the Ministry of Community and Social services sponsored a province-wide survey of the Private Home Day Care (PHDC) program. The survey was conducted by Norpark Computer Design Consulting Firm. Questionnaires were sent to Private Home Day Care agencies and a sample of home visitors, providers and parents. The full report is entitled *A Survey of Private Home Day Care in Ontario, 1988*.

agencies existing in the province in March of 1988 responded to the survey. The findings were as follows: as of March 31, 1988, there were approximately 10,000 children enrolled in PHDC programs across the province. This statistic shows an impressive 100 per cent

growth in enrolment since the last survey of the program was completed in 1981. However, agencies feel that future expansion could be inhibited by: financial issues, including low provider payments; the inability to recruit a sufficient number of providers; and the possibility that providers might unionize. Expansion does not appear to be inhibited by lack of demand, competition from other types of child care, or the Regulation of the *Day Nurseries Act*.

The survey responses from home visitors showed their most important agency responsibilities to be directed toward providers. On average, each home visitor supervises 20 provider homes and 50 children. It is felt that these numbers reflect an appropriate work-

load. Home visitors noted that continued expansion of the program required higher provider payments, additional provider training, recognition of providers as professionals, and greater public awareness of the program. They believed quality of care is enhanced by the sections of the Regulation of the *Day Nurseries Act* dealing with home capacity, health and safety.

The survey responses from providers indicated that they appear to be satisfied with their work. They have positive relationships with agencies, home visitors, parents and children. Providers have no major issues with Ministry Regulations and see the legislation as having a positive impact on their

From the Director's Desk

We are devoting this issue to private home day care in recognition of the increasingly important role it plays within the licensed system. This is evidenced by the continuing growth of new agencies.

Over the years, private home day care has been the answer for a number of families. It was thought to be more suitable than centre based care for infants, and to be more adaptable to the needs of shift workers and rural families than centre care. It was also seen as a flexible system which could more readily respond to changing needs and circumstances.

In 1987 we announced a comprehensive review of private home day care. For that review, we commissioned a report on the international experience with family day care in over 17 countries. This was followed by Norpark's 1988 survey of the program (see page 2), which sought to determine the extent to which the program was satisfying

Kay Eastham



initial assumptions and meeting the needs of the various parties. The survey confirms that PHDC does serve a higher proportion of infants and that parents, providers and agencies are highly satisfied with the present model.

However, we found that expansion to serve shift work and rural needs requires changes in funding arrangements. Some of our flexible model pilots include private home day care services and we are hoping this will provide answers to the questions about its use with shift work and in rural situations.

Based on the high satisfaction ratings in the survey, changes to the basic model of PHDC are not being recommended at this time. Nonetheless, some of the program changes to date have already had a positive impact. For example, there was a strong consensus that provider payments are too low and should be increased without, however, increasing fees for full-fee parents.

The Direct Operating Grant and the enrolment based funding policy have helped to increase and stabilize provider incomes. This in turn has reduced the turn-over of providers. While we are pleased to note this change, we are planning a review of the Direct Operating Grant and we want to take another look at the formula for Private Home Day Care.

The Norpark survey noted there are concerns about the age ratios and a desire for greater flexibility around age groupings. As part of the legislation project, now getting underway, we will be looking at age ratios and groupings.

Private home day care is a very viable child care option that continues to make an important contribution in caring for our children. I trust this edition will increase your knowledge about this form of care and impress you with the energy and creativity within its ranks.

work. Providers' greatest concerns are the low payments they receive and their lack of benefits.

Parents responding to the question of why they chose private home day care, said that they like the supervision and training of providers and prefer a home environment for their child. They believe the most important characteristics a provider must have are a caring personality and a love of children. Parents want providers' homes to be safe and in a convenient location. Parents rate all aspects of the service at a high level. In terms of improvements they would like to see, parents noted the need for increased creative, educational and outdoor activities for the children.

The final chapter of the survey

expands upon some of the major themes of Private Home Day Care arising from the survey responses. As the survey showed an annual provider turn-over rate of 40 per cent, Norpark Computer Design commented that the issues hampering the recruiting and retention need to be seriously addressed by both the agencies and the Ministry. It was noted that the continued operation and expansion of the PHDC program is clearly dependent upon the service being able to attract and retain providers. The survey also noted that PHDC does not appear to meet the needs of shift, rural and special needs children as originally intended.

Child Care Resource Network

The Child Care Resource Network (CRN), (formerly the Daycare Resource Network), has received two-year funding from Health and Welfare's Child Care Initiatives Fund to develop workshops, resource pamphlets and a newsletter for Ontario child care professionals.

During the next two years, CRN will hold seven workshops on the following topics: Training for Train-

ers, Parent Involvement, Private Home Day Care, School Age Care, Special Needs Care, Infant Care and Child Care for Native Groups. In addition, the four workshops developed under the Daycare Resource Network project — Program Evaluation in an Early Childhood Setting; Blue Print for Change, The Manager's Role; Professionalism Means ...; and Quality Day Care — are still available on a fee for service basis.

For more information, contact: Gerda Sumner, 1645 Sheppard Avenue West, Downsview, Ontario, M3M 2X4.

(416) 633-0515

FIELDWORK



Private home day care has always been a bit of a mystery to anyone not in the field. To put an end to this mystery and find out what it is really about, we decided to talk to the people who are the backbone of the system: the field workers (or home visitors) and the providers.

Our first stop was at the office of Sally Dee of **Family Day Care Services**, a licensed, non-profit, social service agency incorporated in 1851. Sally, like some of the other field workers on staff, is an early childhood education specialist. Her job is to supervise 18 provider homes in East York and three in Scarborough, for a total of 36 families.

Before we set out, she explained that the Agency is responsible for licensing and supervising care that is delivered in a home setting on an ongoing basis to children aged six weeks to 12 years. The care is provided by trained providers who must undergo both character reference checks and home safety surveys before being accepted as providers. As well, they must attend six training sessions within their first year of providing care. These sessions include two on child

development and others on communication skills, health and safety regulations, nutrition and programming. This training helps to inspire confidence and self respect and reduce the sense of isolation providers often feel. By meeting with others and exchanging information, they come to understand the worth of their role and the support mechanisms the Agency and the field workers offer to help them perform their duties efficiently and easily. This support includes a Parent Ad

visory Committee and a parent/provider newsletter.

Sally's typical week comprises two days in the office dealing with paperwork. Field workers must make monthly written notes on each family and at least every two months must also note their observations about the children and the homes. The rest of Sally's week is made up of visiting the providers to make sure everything is running smoothly, offering them advice and ideas on everything from discipline to new toys or games that are available, and following up on children who are going through a difficult stage. At least once a month Sally also contacts each parent. She's

W O R K

learned that only really assertive parents will call to say they think there is a problem, either with the home or the child. By contacting them individually, she gives each parent a chance to speak up. This contact helps to resolve problems before they get out of hand.

A typical week might also include parent intake interviews, which usually happen in three stages. The initial interview occurs between the field worker and the parents to determine whether they understand the nature of private home day care and whether it is appropriate for their child.

With that determined, the discussion then focuses on the child, on the parents' goals for that child, and on any special needs or behavioural problems, such as biting, that might require a certain kind of care or discipline. After determining all the variables, including location needs, Sally then arranges to meet with the parents and the potential home care providers. These interviews usually last about 1 1/2 to 2 hours and are usually evening visits. Taking the time at this stage to find the most appropriate placement for the child helps to make the transition to child care as painless as possible for all involved.

Our first stop was at the home of Marie Muir, who has been providing care for five years. She's responsible for five children: two in half-day nursery school and three at school full-time, one in a special needs class. Marie's comfortable and organized home is a testament to her experience. The enclosed front porch holds small coat racks and easily accessible, individual bins so each child can keep together his or her clothing and paraphernalia. The next room is the children's

playroom, supplied with boxes of toys and graced by a TV and the ubiquitous Nintendo apparatus. The children eat in the family kitchen.

Marie is obviously a warm, caring and efficient provider. She chose to stay home and look after the children because she enjoys them and enjoys the work. She's comfortable talking to parents and dealing with school problems, perhaps because she's had three children of her own and knows the local schools and teachers well. Marie is very sensitive to each of her young charges, knows how much they value consistency and the security of a home, and takes care to provide them with a routine which helps to keep them relaxed and happy.

Her children start arriving at 7:30 a.m. One is picked up by bus and taken to Secord Public School. Marie loads the rest into her van and drops off two at Earl Haig and another at Earl Beatty. The younger child accompanies her on errands,

or to the stores or straight home to play. After school, she also picks them up and takes them back to her house. She's found that by this time the children are usually tired and prefer to play, rather than have any preset activities. They play until their parents come to fetch them, anywhere from 4:45 to 5:30 p.m. In the summer, Marie packs the kids into the van and takes them to the park, the beach, or Ontario Place to play and have a picnic lunch. They come home for naps and activities in the afternoon.

Marie speaks quite candidly about the rigours of providing care for young ones. Providers don't get breaks or free lunch hours or paid holidays. However, she believes the rewards are worth it. She enjoys the children and believes that private home care offers them a valuable alternative. She feels completely supported by her field worker and prefers working with the Agency, rather than taking on children pri-

vately and having to deal with late payments or other such problems.

Our second stop was at the home of Zubeda Saleh. Zubeda has been providing care since 1987 and currently is responsible for five little girls, aged one to six years. When asked why she chose this profession, Zubeda answers simply, "I love the children". It shows. When we walked in all were laughing and happy, eager to find out what new toys Sally had brought and promptly sitting down to play with them. Zubeda has an apartment in Thorncliffe and all the children are from the area. She has a very good relationship with all the parents of her charges and is sensitive to their needs as well as to the needs of the children. Zubeda is Muslim and has taught the children about various Muslim traditions. The Agency encourages these kinds of multicultural activities, believing it is important for children to learn about the beliefs and practices of other cultures. Zubeda spends much of her time playing with the children and enlists their support in all sorts of household tasks, such as making rotis or sorting laundry. The mother of three children herself, Zubeda believes in private home day care because it is flexible, allows children to learn about playing and sharing in smaller groups than are usual at day care, and also offers lots of opportunity for giving love and nurturing the little ones.

Providing home care is a business and it demands the same kind of commitment and attention to detail that any business does. Dedicated women such as Sally, Marie and Zubeda are testaments to the dignity and worth of those involved in home care.

Sally, Marie and Zubeda are all experienced home care providers. Zubeda is Muslim and has taught the children about various Muslim traditions.



Private Home Day Care

Some Suggestions:

Involving parents in private home day care (PHDC) is not an easy task. To do it well, requires a real understanding of what the parents **really** want. While getting that information is not always easy, it's well worth the effort. Once you have it, you can truly address the needs and wishes of your member families, as the following directors have discovered.

Linda Hodgson is the executive director of Durham Professional Home Day Care which serves Scarborough East, Pickering and Ajax. Durham has 47 provider homes serving children up to the age of 12.

Betty Carter is the Assistant Director of York Professional Day Care, which serves Aurora, Richmond Hill, Bradford and Newmarket. York has a store-front office with a second room in the back that has toys, books and resource materials, and doubles as a meeting room for seminars and training courses. York has 30 provider homes and 74 children.

Lynn Hebband-Langille is the PHDC supervisor for Raggedy Ann Day Care, which services the Barrie district. Raggedy Ann has about 45 provider homes serving more than 200 children.

Nancy MacLean is the Executive Director of Sault Ste Marie Day Care services Cooperative. Licensed for 58 homes, the co-op services about 165 children in the Sault Ste Marie/Algoma district.

At various times, all these directors have had to address the fact that most of their PHDC parents are so busy having to find babysitters and juggling other commitments that they simply don't have the time or energy to be involved. These problems have made it extremely diffi-

cult for most centres to get PHDC parents on their board.

Despite these difficulties, however, all believe that parent involvement is important and have devised ways to encourage that involvement and continue to seek new ways of stimulating their interest. **SURVEYS** Most agencies use parent and provider surveys to discover the kinds of things both groups want and need. Done approximately every six months (sometimes annually), the surveys are used to help the agencies plan. They've discovered that by responding to the parents' input, they can increase the chances of parent involvement. And that means avoiding a situation where the only time of contact with parents is when there is a problem.

SEMINARS In their responses parents often reveal an interest in seminars and courses. All Durham's classes are kept small to encourage participation. A six-week behaviour management course for parents and providers given by a specialist was attended by 14 providers and one parent. No one missed a class during the entire six weeks.

Carter invites parents to attend providers' seminars. She brings in specialists who discuss topics as diverse as infant stimulation, toy safety, child abuse and behaviour management. Her experience proves that it's really useful if both parent and provider attend workshops together, especially on a subject such as behaviour management. That way, both provider and parent respond to situations in the same way so that the child doesn't get confused.

Durham also invites parents to go through the providers' spring training course, which lasts one night a



Parents and providers participate in a workshop.

week for four weeks and is given by specialists in the Durham region. The course covers safety, nutrition, infant development, crafts and first aid.

NEWSLETTERS All agencies rely on newsletters to keep parents informed. Durham's bimonthly newsletter, which also goes to providers, explains policies, such as when not to bring sick kids to care, offers holiday information and tips on subjects as diverse as Christmas presents, seat belt safety and healthy snacks. The newsletter also offers parents "sick advice" tips, such as when to see a doctor, and "health advice" tips, such as ways to feed a child. They have discovered through their surveys that parents often don't have time to experiment with meals and need help choosing foods and methods of presentation.

York's parent newsletters also cover a wide variety of topics. They acknowledge and thank parents who helped with fundraising, describe changes such as expansion plans or the opening of a nursery day care centre, give directions on holiday

policy and advance notice on rate changes. As well, York includes a letter from the provider representative on the board, who discusses different issues, such as "cold policy". Raggedy Ann's annual parents' newsletter describes past events and future plans.

The monthly newsletter of the Sault Ste Marie co-op includes activities to do with children, news, health news, reminders and recipes.

York has an annual parent night. Each provider contributes the children's art work and pictures of them which are blown up to poster size. Few parents can resist coming to see pictures of their children coupled with walls covered by their art. To make the event more attractive, York also contacted different toy manufacturers and they had eight exhibitors. That way parents could order toys and books, while they sipped on refreshments. The event was attended both by parents (15 came) and providers. Both Raggedy Ann and the Sault Ste Marie Co-opera-



tive have had little interest in a parent night or seminar. However, Sault Ste Marie has decided to offer a parent night anyway, and anticipate a small enrolment at first. If it is successful, they know that more will come next time.

PROVIDER APPRECIATION NIGHT

This idea of Durham's Professional Day Care is an easy one in which to involve parents. For their annual provider appreciation night (which parents are encouraged to attend), they ask parents to call in and say what they most appreciate about their provider. These comments are then displayed so that the providers can see what parents say about them and how much they are appreciated. Often parents are so pressed for time, they forget to say thank you. This is a good way to compensate for that neglect.

Building on this idea, Durham also recently held a provider pot-luck appreciation dinner.

EVERYONE TOGETHER. In June, York puts on a Saturday picnic for all parents, their children, prov-



York Professional Day Care Provider, Christine Mair, with Andrew, Dana and daughter Vanessa

ent's contract. At York, the handbook is given to the parents during the interview. Before they register, they are asked to read it and, if they feel comfortable with the policies and philosophies, then they can sign their agreement.

Not many agencies get involved in encouraging parent to parent communication. In some homes, parents get together for Christmas dinner or a thank you dinner for the provider, often buying gifts for the provider and her children at the same time. Raggedy Ann's experience has been that often parents and providers have maintained a relationship even after the children have left the home.

All agencies contacted believe it's very important that the parents be involved. It ensures that the agency will meet the needs of all involved: providers, children and parents. As MacLean puts it, you can't make assumptions. Having parents on the board or involved in some way, helps to make sure that their needs are addressed. As well, everyone stresses that the more parents are involved the more everyone is dedicated to the entire operation. This helps to ensure high quality programs. If contact is maintained, then everyone benefits. As Betty Carter puts it, "You get out what you put into it". With parent involvement, there's a better feeling between all and a strong support system for everyone to rely upon.

York Professional Day Care Provider, Christine Mair, with Andrew, Dana and daughter Vanessa



iders and their families. Sault Ste Marie is going to try a similar idea one spring Saturday.

The co-op has also had extremely high attendance at their annual Christmas party. In 1988, approximately 500 people attended. In 1989, many more than that came. The party is held at the centre from 1-3 p.m. and includes activities for the children.

HANDBOOKS All agencies have parent handbooks, but none are primarily intended to solicit involvement. Mostly they keep parents apprised of the agencies' philosophy, policies and procedures, fee schedules and Ministry regulations. Some also include the par-



Family Day Care:



Dr. John F. ...

In 1987/88, I collected information regarding family day care in other provinces and countries for the Ontario Ministry of Community and Social Services. During this time, through both the literature and personal contact, I became aware of and moved by the significant group of persons throughout the world who serve as family day care providers, private home day care providers (Ontario), childminders (England), assistantes maternelles (France), ayahs (Portugal), tagesmutter (Germany, Belgium), guest parents (Netherlands), and child caregivers (United States). These people, mostly women, are frequently invisible in both the literature regarding child day care and in labour force statistics. And all are struggling to confirm the significance of their work given their limited training, support and pay. During the First International Conference on Family Day Care in Wales, October 1987, one of the speakers suggest that one way to

acknowledge the importance of the task being carried out by providers, would be to imagine what would happen if for one day throughout the world, all family day care providers were to stop working. The delegates from 13 countries, who were mostly providers themselves, all smiled.

Given that it is mainly women who shoulder most of the responsibility for child day care for the increasing numbers of families with young children in the labour force, I, as a woman, have become intrigued with the reasons for the discrepancy between our dependence on these women for our participation in the labour force and the low status and invisible role we allot to them in the community. I am working on a doctoral dissertation that comprises a

comparative study of four countries (England, Netherlands, Sweden, and Canada) which offer dramatically different status and visibility to family day care providers. One of the distinguishing features between these countries is their belief about what is public and what is private. I am speculating that countries which place the greatest emphasis on the privacy of home and family tend to see providers as "good women" in the private realm of the home, but give them little visibility and status in the public realm of labour and child care legislation. These countries also tend to use informal family day care as the predominant form of child day care.

I am concerned about the hierarchical way of thinking in many professions, including early child-

hood education and child day care. Child day care professionals see themselves as "lower" in status than pediatricians, school teachers and social workers, but "above" family day care providers. Many students in Early Childhood Education whom I have taught are keenly aware of these distinctions and express their irritation at being seen as "just babysitters". In recent class discussion, the students identified the high status and low status professions related to the care of children and discovered that the more time the task required direct involvement with children, the lower the professional status. And conversely, the less time was spent with children, the higher the professional status. It seems to me that we are seriously undervaluing our young children when, as a profession, we grant the lowest status to the persons who individually, and as a group, spend the most time with them.

Help Needed for Healthy Kids – Happy Kids!

The Canadian Institute for Child Health (CICH) is a national, non-profit organization which promotes the overall health and well-being of Canadian children. During the past few years, the CICH has coordinated the development of several publications related to child health and development, including the Max the Safety Cat series.

The CICH is currently coordinating the development of resource materials to help child care professionals incorporate health promotion practices within their child care settings. To this end, CICH is looking for health promotion ideas, including songs, stories, activities,

etc., that can be adapted and incorporated into health promotion resource materials to be sent to child care professionals across Canada. Credit will be given for original material.

Initially, the resource materials will be distributed free of charge to 12,000 child care programs, associations and health units across the country.

Please send all material to: *Healthy Kids – Happy Kids Project, Canadian Institute of Child Health, 2601 University Avenue, Toronto, Ontario M5S 1A8.*



Resources for Private Home Day Care

Resources

Compiled by
June Pollard

Caring for other people's children: A complete guide to family day care. Alston, Frances Kemper. University Park Press, Baltimore, 1984.

Written by the Assistant Director of the Day Care Council of New York, this practical guide and resource manual for family day care providers includes a comprehensive look at the tasks performed by providers. Kemper also discusses issues related to running a small business, and offers advice regarding children and families.

Child Care: facing the hard choices. Kahn, A.J. & Kamermal, S.B. Auburn Pub. Co., Dover, Mass., 1987.

(See especially Chapter 7, "Family Day Care and the Future Child Care Program Mix.") Kahn and Kamermal, professors of social policy and planning at Columbia University's School of Social Work, raise critical policy issues related to the quality and quantity of family day care provision in the United States. Their grounding in comparative studies of policy make this discussion a useful one for Canadian policy makers.

Family day care internationally: a literature review. Deller, J., Ontario Ministry of Community and Social Services, Toronto, 1988.

Essentially a report on what is happening in family home day care, this review describes family day care provisions in 16 countries within a comparative policy framework. It also includes information available on both research activities and regulations regarding family day care.

Family day care internationally: an annotated bibliography. Deller, J., Ontario Ministry of Community and Social Services, Toronto, 1989.

This bibliography, provided to accompany the literature review, is organized by country. For each country, items are classified under legislation and policy, research, training and supports, and resources (both organizations and people).

Parents of children in three types of day care. Pence, A. & Goelman, H. Social Science and Humanities Research Council of Canada, Ottawa, 1985. (ERIC Document No. ED 276 524)

This report gives the results of the Victoria Day Care Research Project, a study of parents, children and caregivers in licensed, centre-based day care, licensed family day care homes and unlicensed family day care homes.

Silent partners: parents of children in three types of day care. Pence, A. & Goelman, H. *Early Childhood Research Quarterly*, 2, 103-118, 1987.

This paper discusses the findings regarding parents from the Victoria Day Care Research Project.

A guide to home day care for parents and caregivers. Fisher, M., Ontario Toronto, 1988.

This handbook, prepared for the use of 21 child care registries in the Metro Child Care Registry Network, includes the names and addresses of the registries; sections related to children's development and educational needs; advice regarding the relationship between parents and caregivers; advice for parents on choosing and monitoring informal care; and advice to caregivers regarding income tax, sample agreements and budgets.

Competency based assessment: policies and procedures. Manitoba Community Services, Child Day Care Branch, Winnipeg, Manitoba, 1986.

This manual is a modification of the American National Association for the Education of Young Children's Child Development Associate National Credentialing Program. It is used in Manitoba by all child care workers in centre-based care and by licensed family day care providers.

Minding children with special needs. Ashelford, T., Bromley Kent: National Childminding Association, 1987.

Written by a nurse, this booklet seeks to assist childminders who care for a child with a specific handicap. It includes chapters on the hearing handicapped, the visually impaired, those with special education needs (intellectual impairment), and physical handicaps, as well as a chapter on support agencies, such as speech therapists, O.T., etc.

Training and support in child-minding: a national response. Beckwith, J. (ERIC Document No. ED 233 788) 1982.

Beckwith reports on regional meetings held throughout Great Britain with local authorities, childminders and parents, to develop a model for training and support of childminders. It includes a report on the needs of childminders and a proposed curriculum and theoretical framework for implementation.

Childminding: materials for learning and discussion. Bromley Kent: National Childminding Association.

NCMA provides 22 topic leaflets and filed-tested materials, a joint publication of NCMA and Open University, funded by the DHSS. The leaflet

topics deal with a variety of childminders' activities and concerns, including food and mealtimes, ages and stages, turning childminding into a job, and the effects of childminding on your family.

A Child Care Guide for Home Caregivers.

Ontario Ministry of Community and Social Services. A handbook for people who provide child care in their home for young children.

* This publication is available from the Ministry of Community and Social Services. To obtain copies please write to:

Ministry of Community and Social Services
General Inquiry
MacDonald Block
1st Floor, Room M1-17
Queen's Park
Toronto, Ontario M7A 1E9
(416) 965-7825

Family Day Care: A Caregivers Guide. Lee Dunster: Child Care Providers Association. A resource book for people who provide child care in their home for young children.

* This publication is available from the Child Care Providers Association. To purchase copies please write to:

Child Care Providers Association
1273 Randall Avenue
Ottawa, Ontario K1H 7P9
(613) 731-1991

CAZON
SM
-C 31

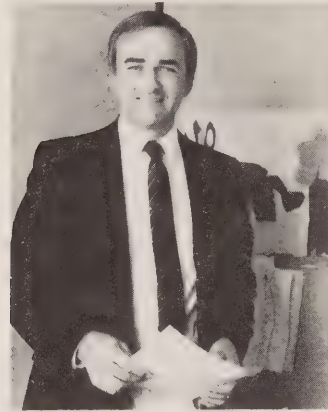
Ontario
Ministry of
Community and
Social Services

October 1988
Volume 1
Number 4

Child Care

DIRECTIONS

Employer-Supported Child Care



Richard Bradley, Co-ordinator,
Child Care Branch, MCSS



Child care in Ontario is a work *and* a family issue. Today, employers are having to acknowledge changing economic, social and demographic conditions and the growing interdependence between work and family responsibilities. Working parents with young children need child care in order to enter and remain in the labour force; and employers must depend on a labour force in which parents with young children are present in ever-increasing numbers.

Times – and attitudes toward work – are changing Not only are there more working parents with young children, but also these parents are becoming increasingly articulate about the relationship between their jobs and their children. In the past, working parents were reluctant to discuss their personal concerns about and problems with child care, fearing that their loyalty and stability as an employee might be questioned and promotional opportunities missed. Today,

however, employees are more willing to express their views about such things as work and career satisfaction, multiple careers and the need to integrate career and family obligations. Not surprisingly, working parents report that they would *cope better* and be *more effective* in their jobs if their employers were more sensitive and responsive to work and family pressures.

The combination of employee candour about and employer sensitivity to the issue has had its effects. A growing number of Ontario employers are now prepared to do something about child care. Realizing that the quality of life at home – and at work – is inextricably linked to the availability, affordability and accessibility of high-quality, child-care services in our communities,

employers are also discovering that where these services are lacking, employee productivity, morale and retention may be in jeopardy. Consequently, many employers are devoting considerable energy, time and money, to avoid such problems as:

- The three o'clock syndrome: productivity suffers when an anxious parent's mind turns to the children – home from school and on their own.
- Losing talented staff: employers want to protect their investments in people who decide to raise a family midway through their careers. One American study reported that companies may invest more than \$200,000 in the training of managerial staff.
- Recruiting skilled workers: employers realize that when competing for skilled workers a child-care service may enhance their recruiting efforts.
- Absenteeism: it's expensive to temporarily replace workers who are coping with sick children.

EMPLOYER-SUPPORTED CHILD CARE

Several other factors have contributed to the growing corporate awareness of the child-care issue:

- Dramatic increases in the number of working women (in 1985, 58 percent of Ontario women were employed, up from 32 percent in 1961). A recent Canadian study found that the better educated the mother, the more likely their children are to use day-care centres and that mothers aged 25 to 44 years, are more likely to use day-care centres than others.
- Growing numbers of single parent households.
- The fact that parents can no longer depend on the “extended family” to provide child-care support.
- The need to retain female workers who are having children later in their careers.
- The need for creative and attractive recruitment and public relations tools.
- The need for creative solutions to productivity issues.

Employers who have instituted child-care programs generally agree that contending with these issues can make a difference – a bottom-line difference.

Quality child care: what's in it for employers? Survey data from the U.S. has shown that employers involved in child care report positive effects on productivity (higher job satisfaction, lower absenteeism), recruitment and public relations. The National Employer-Supported Child Care Project (NESCCP) in Pasadena, California, surveyed more than 400 businesses that provide child-care services and found that 90 percent said staff morale improved; 85 percent reported that their program aided recruitment efforts; 65 percent claimed it helped reduce turnover; and half claimed it reduced absenteeism. As well, the NESCCP found that employers who offer various child-care services report overwhelmingly that child care can further the aims of management *and* have positive and tangible corporate benefits.

A recent study from Portland, Oregon, surveyed more than 8,000 employees from 22 companies and documented the difficulties working parents face when child-care concerns are *not* addressed. Almost 60 percent of female workers with children under 12 had difficulty finding appropriate child care.

In the same study, women employees whose children were cared for outside the home or by older siblings or under latchkey arrangements, had significantly higher absenteeism rates than their male colleagues whose children remained at home with a spouse or other adult. The study concluded that men's absenteeism rates are low because they take on fewer child-care responsibilities. However, although women clearly bear the brunt of dual career stress, they are not the only ones with child-care concerns. Working fathers, either as dual wage earner or single parent head of household, are also part of the child-care responsibility equation.

Women and work Attitudes about why women work are also changing. The view that women enter the labour market to attain short-term specific objectives – to finance a down payment on a house, for example – is no longer valid. The General Mills American Family Report 1980-1981: *Families at Work, Strengths and Strains*, concluded that today “women are in the work force to stay, not only to help support their families economically, but also to

achieve personal satisfaction.”

In Ontario, the labour force differs dramatically from what it was 25 years ago. Jobs in the primary industries and manufacturing sectors, for example, are declining steadily. On the other hand, service sectors, which have a high proportion of women workers, are witnessing steady growth, especially in areas such as business management, information services, finance, accommodation and food, and leisure.

Today, more than 40 percent of the total labour force in Ontario is made up of women. More than 80 percent of these women are of child-bearing age and most will become pregnant at some point in their working life. More women are working and more are working longer, facts considered essential for the anticipated continued expansion of our service economy and, indeed, for the future economic well-being of the province. The phenomenon of a large female work force in Ontario is one which has long-term ramifications.

The changing face of the family Given all these changes, it comes as no surprise that the average family in Ontario no longer resembles the “Father Knows Best” stereotype. In fact, nine out of ten families do not fit that traditional mold. In most cases, both parents work and someone else looks after the children during the day.

Single parents who work (and most do) face similar pressures and depend on child care to hold a job and avoid welfare. The number of single-parent households is steadily growing. In the 1971-1981 decade, single-parent families grew at two and a half times the rate for traditional two-parent families. This trend is expected to continue.

Families in Ontario have undergone other changes as well. They are smaller, with children closer in age and therefore less able to babysit younger brothers and sisters. As well, greater mobility means relatives may not be around to help.

These changes in family life have meant that working parents must rely on the community for child-care services. If the community cannot provide affordable, accessible and high-quality child care, parents may turn to their employers for help.

How can employers help? Employers' assistance may come in several forms: They can provide counselling and information which helps to link parents with community services; they can offer flexible leave provisions and work schedules to offset the need for non-parental care; and they can assist in the development and cost of child-care services by sponsoring new services, either on- or off-site, supporting existing services or helping their employees pay for the service of their choice.

Working parents need access to flexible services in order to address their changing requirements for child care. They need to be able to choose from among several options, and they need assistance in choosing. This flexibility and choice will emerge when everyone with a stake in child care – parents, caregivers, employers and government – works cooperatively to provide quality child-care services. This kind of partnership will enable working parents in Ontario to reconcile work and family pressures and to lead productive lives both on and off the job.

Child Care
DIRECTIONS

October 1988

Volume 1 Number 4

Child Care Directions is published four times a year by the Child Care Branch of the Ontario Ministry of Community and Social Services.

Advisory Committee: Heather Barker, Lola Bratty, Joan Burant, John Ecker, Katherine Farris, Charlotte Wheeler, Suzanne Zakoor

Editor: Twocan Communications

Contributors: Richard Bradley, Leah Cohen, Helen Cooper, Julie Davis, Kay Eastham, Jill Harvey-Sellwood, Tricia Willis

Design: Lockwood Design Associates Inc.

Photography: Roger Henrikas

For further information on the newsletter, or for notification of a change of address, please write to: The Editor, *Child Care Directions*, Child Care Branch, Ontario Ministry of Community and Social Services, 9th floor, 700 Bay St., Toronto, Ontario M5G 1Z6. Telephone (416) 965-0912.



John Sweeney
Minister

The steps to starting an

employee-supported child-care centre in your workplace

The introduction of child care to the workplace is a complex, challenging and occasionally controversial undertaking that more and more companies are embarking upon. If you're interested in championing the idea of a child-care centre in your workplace, following these steps will help you to do it as effectively and efficiently as possible.

Your first task is to start talking, not only to those with whom you work closely, but also to others at all levels within the organization.

You need to make sure there are others who would be interested in and benefit from the idea.

Then, says Karen Lieberman, President of Families That Work, a consulting firm that deals with family/work-related issues, before taking any concrete steps towards the formation of the centre, make sure

you have the support and blessing of senior management. That support is critical to the success of any attempt made by a corporation to meet the child-care needs of its employees. Ms. Lieberman explains that "senior management must believe that this is not just an issue they want to face, but one they have to face, acknowledging women's place in the work force."

The next step is to establish a steering committee within the corporation to explore the issue. The



Karen Lieberman, president of Families That Work, arrives for an early morning meeting at Global TV, one of her first corporate child-care clients.

From the Director's Desk

Kay Eastham



people recruited for this committee should have a variety of skills and, if possible, should include people from various departments and levels within the corporate structure. Marilyn Austen, Program Advisor with COMSOC, stresses that "this must be more than an ad hoc committee. The members must be prepared for a commitment of up to two to three years." Some report even longer start-up times.

Once the committee has been established, it should be determined who, among all interested parties, has the authority to approve the decisions made by the committee. If this authority is determined at the start, groups will avoid possible conflicts later on.

The committee's first task is three-pronged: They must determine the employees' needs, management's commitment (in terms of cost and space), and what's already available in the community. The best ways to determine employees' needs are through surveys (which should include such demographics as income level, gender, and child's age) and focus groups.

Once all this data has been gathered, the committee can then determine the type of service that best suits the needs of all concerned. There are many choices: Will it be an on- or off-site group centre? Will the company purchase spaces in an already existing community-based centre? Will they hire a child-care consultant to assist families in finding group care or private-home, day-care arrangements in their own communities? If the employer base is small, could a consortium be established with neighbouring businesses to estab-

lish a service? Remember that no one solution is good for everyone but usually one appears to satisfy an obvious majority of people. At this point, it is often helpful to consult child-care experts, lawyers and, sometimes, management consultants.

In most cases, an on-site group centre appears to be the favoured choice. Assuming this is the case in your office, the committee's next task is finding and developing the space.

At this stage it is essential that the COMSOC Local Area Office be consulted. The Program Advisor can explain the legislative requirements for indoor and outdoor space, advise on required renovations, suggest avenues for funding and ensure that your centre complies with the requirements, policies and procedures of the Day Nurseries Act which governs all licensed child-care centres. You will also need to get the approval of the local fire, health and zoning departments.

If you decide upon a centre-based model, hire a centre supervisor as early as financially possible (six months prior to opening is a good rule of thumb). This person can then assist in the hiring of staff, purchasing of equipment and development of policies.

To date, there are dozens of corporations across Ontario responding to the ever-growing needs of the working family. (See pie chart.) Employer-supported child care provides a unique opportunity for government, the private sector and the community to share in the responsibility of providing high-quality child care.

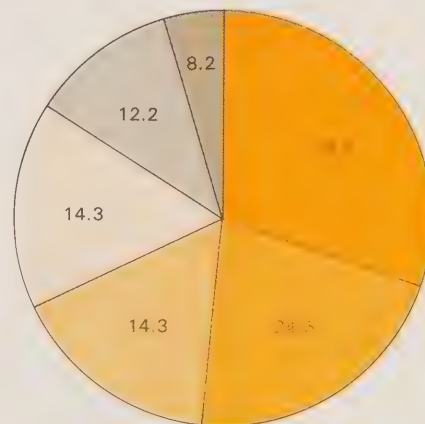
Child Care Directions. (Additional copies are available from the Child Care Branch.) This bilingual report follows the format of the New Directions document and outlines the achievements and initiatives during the first year of the planning cycle. The topics include funding priorities, improved partnerships, new models for service, employment-related initiatives and quality initiatives. Since the report is merely a "highlights" document, it does not fully reflect the intense activity and excitement generated during the first year of implementation. One notable achievement was the introduction of the new, on-going, direct operating grants.

We are now engaged in the second year of implementation. It promises to be as busy and productive as the first.

June, 1988 marked the first "anniversary" of the release of *New Directions for Child Care*, the province's first three-year plan for building a comprehensive and integrated child-care system in Ontario.

To mark the anniversary, we decided to prepare a report on Year One (fiscal 1987-88), a copy of which is enclosed with this issue of

Employer-Supported, On-Site Child-Care Services



Sponsor	Number of Child-Care Centres	%
Private Sector	13	26.5
Ontario Public Service	12	24.5
Hospitals	7	14.3
Other Public Service	7	14.3
School Boards	6	12.2
Colleges/Universities	4	8.2

by Julie Davis

CHILD CARE: A Union Issue

Executive Vice-President
Ontario Federation of Labour

For more than a decade, child care has been a major issue of discussion, concern and policy development within the labour movement.

Our concern about child care systems stems from several perspectives. As parents and grandparents we want a stable, nurturing and stimulating environment for our children. As citizens and taxpayers, we are also vitally interested in ensuring the best possible use of public dollars. And as a movement for progressive change, we are also interested in public policy, the provision of public services and the working conditions of those who provide them.

We know that society – and families – have been in a state of transition for quite some time. Families are smaller and more geographically dispersed. In most families where there are two parents, both the mother and the father work. The number of single parent families is increasing. The extended family has all but disappeared.

These changes have profoundly affected parents and their children, leading to a need for a stronger family support system. Our vision of child care conforms in general terms to what parents in need have been calling for across this province. Like us, citizens from all regions and all walks of life are saying we cannot live in the past. The time for decisive government action has arrived.

As unions, we have occasionally been able to negotiate some forms of workplace child care. We have found, however, that while workplace care can resolve some problems, it cannot be the foundation for the comprehensive system of



care that we are seeking.

In workplace child care, employers usually only subsidize the rent or other occupancy costs of on-site centres. These costs, however, represent only a small proportion of the real costs. With the result that fees in workplace centres are often just as prohibitive as those in community-based care. Some of our members cannot afford to place their children in the centres at their workplaces. In our view, workplaces centres are not a solution to the problems which currently exist, but would be only one component of a diversified system of care.

What would this comprehensive system of care we envisage look like? We support recommendations for a flexible and varied system of care, one which would feature a coordinated range of services planned to meet different needs and diverse cultures. The system

would be universally accessible to all children aged 0-12 and government funded so that cost would not be a barrier to access. Services would be licensed and regulated to ensure high quality with parental and employee participation in planning and decision-making.

Community-based care should be the hub around which satellite programs, including support for parents at home, would be integrated. Public funds would go only to non-profit operations and child-care workers would receive wages and benefits commensurate with the value of their work.

Complementary to this system would be improved legislated parental leaves for birth and adoption and improved work leaves at times of family illness.

The problems associated with child care today are not unlike those which defined public education at a

much earlier time in our history or our medicare services earlier in this century. Because we love and cherish our children, we cannot live in yesterdays that have all but disappeared. It is clear that the need for comprehensive family support systems grows more compelling with each passing day.

Child-care support should, we believe, be a basic public service, available to all, a right of children and a beneficial feature of our modern society.

"Child Care Directions invites your comment about issues of concern to you. The opinions expressed by this column are not necessarily those of the Ministry"

Workplace Child Care



The James family has been up since 6 a.m. Now it is 7:30 a.m. and Jane, Don and their children, Sarah, aged 5, and John, aged 1, are about to head out to work or day-care. Because Don works more than an hour away, in the opposite direction of the kids' care facilities, Jane loads them into her car. First she takes John to the sitters' home, a fifteen minute drive away. After settling him down, it's on to Sarah's day-care centre before parking at the nearest transit stop and travelling another half hour to work. The whole thing happens in reverse at the end of the day, with occasional help from Don when his schedule allows.

When faced with such exhausting child-care arrangements, it is hardly surprising that workers and companies in many industries are exploring other options for child care. Workplace day care is one such option.

In Ontario, there has been a major expansion of workplace child care since Riverdale Hospital started a program in the mid-sixties. Since capital funding became available through the Ministry of Community and Social Services Daycare Initiatives, more and more companies are taking the plunge.

Getting started The idea may come from workers, union or management, but wherever the impetus comes from, a workplace day-care centre needs a champion within the ranks of upper management. This was certainly true for the Nanabijou Centre at Lakehead University, which began operation in January 1988. Bill Bragnalo, Director of Human Resources at the



Budding artists choose their colours at Western Hospital's Child-Care Centre in Windsor.

University and also acting chairperson of the Nanabijou board, reported that after several false starts it took the special intervention of the University's president, Dr. Bob Rosehart, to finally get things rolling. Once things started, however, the major planning tasks fell on the shoulders of an 8-10 member committee.

Having decided to go ahead with a workplace day care, the amount of actual physical preparation required for a centre varies widely. In Ontario, workplace centres are housed in buildings as diverse as a converted church (Mutual Life), a student residence (Lakehead University), a heritage building (Ontario Hydro), and Queen's Park, not to mention the spaces within more conventional company buildings. Magna International, whose president Frank Stronach initiated the idea of a workplace centre, went as far as constructing a new building especially for the children's Newport Centre.

Funding and fees Once committed to the concept of workplace child-care, companies may provide start-up funds to help with renovations or offer interest-free loans until the centre is fully operational. Ontario Hydro, for example, gave a large grant to help with start-up and renovation costs, plus an interest-free loan to help cover the cost of the first year of operation of its Hydro Kids centre. The Victoria Hospital in London subsidized its Growing Concern Co-operative Day-Care Centre by waiving rents, utilities, janitor service and more.

Once the centre is up and running, many companies insist that the centre pay a reasonable rent and all extras. Most companies require that the fees charged for child care cover the costs of running the centre. Fees are usually geared to the cost of equivalent care in the community. At Magna's Newport Centre, fees are geared to income, though the maximum charge is based on the going rate. Some cen-



tres charge more for non-employees' children.

Management Workplace child care has two main models for its management structure in Ontario:

- a centre set up as a non-profit corporation run by a Board of Directors; and
- a centre run as a division of the company.

Most Boards of Directors include representatives from the administration of the organization, who act as a liaison between the centre and management. Nanabijou's board also includes representatives from unions, the student and "other" representation. (The "other" includes future users and a community member who, although her children are grown, remains interested in the issue of quality child care.) At present, there are only three parent-users on Nanabijou's 11-member board. However, this small number is probably due to the fact that the centre opened in Janu-

ary when most parents had already determined their child's care arrangements for the year. Bragnalo is hopeful that after the October elections take place they will have at least a 50 percent parent representation.

Growing Concern, which opened in June 1985 and is completely independent from the hospital it serves, has an active 11-member board comprised of three parents, union reps, an executive member from the hospital and three people who helped establish the program. Susan Gregory, the centre's director, sits on the board ex-officio and is very satisfied with the feedback provided.

Mutual Life Day Care in Waterloo is run as a department of Mutual Life Assurance Co. of Canada. Though the Day Care does not have a board of directors, there is ongoing communication with the parents through parent nights and newsletters. The company is also considering convening a parents'

committee, says Eric Sigmund, a member of the Human Resources section, which is the department responsible for the centre. The staff of the centre are employed by the company and enjoy the same benefits as other employees. The company, which considers itself a progressive employer, started the centre in 1982 and has never received funding from outside sources, a fact of which it is proud.

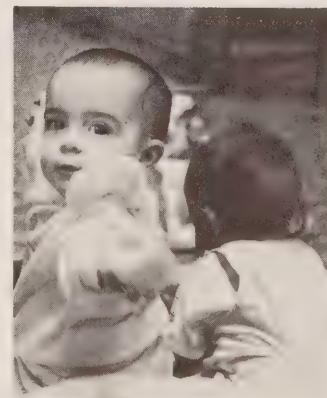
One centre that is unusual is the one found in Windsor's Western Hospital. This non-profit centre, which opened in 1985, is run by the Women's Auxiliary of the hospital.

There are no parents on the board, but they are kept informed by a quarterly newsletter and parent meetings.

Who to serve and when Making the decision about which children to serve is a big part of the planning stage. Infants, toddlers and preschoolers all require care and, at times, so do school-age children. Many centres choose not to take in infants, in part because it costs more to take care of them. Some centres, such as Growing Concern, offer summer programs for school-age child care.



Wendy Eastwood, a supervisor at Growing Concern Child-Care Centre, offers pony rides to her young charges during a field trip to her farm near Poplar Hill.



One of the youngest "Growing Concerns"

Most centres' hours of operation are from roughly 7 a.m. to 6 p.m. Growing Together, based in the Southwestern Regional Centre for the Developmentally Handicapped, in Blenheim, Ontario, originally planned to operate on two shifts, from 8 a.m. to midnight. At the moment, the centre officially runs from 6:30 a.m. to 5 p.m., but, with one-day's notice from parents, they can remain open until 9:30 p.m.

Parent involvement The amount of parent involvement in a workplace child-care centre depends upon two main factors: whether the children are on site and therefore easily accessible and whether the parents' breaks and/or lunch hours are long enough for them to make an appearance. All centres contacted for this article welcome parents who are able to stop in, as long as the parents fit themselves to the child's schedule in terms of naps, outings, etc.

Nanabijou has both parent volunteers and student volunteers who come in to help after classes. Growing Together also has a high parent involvement because they are on site. Parents can often be seen during their breaks and lunch hours taking their children to the petting farm or strolling around the greenhouses and through the park, all of which are amenities provided by this facility. Kidzone Daycare, at the Children's Psychiatric Research Institute, in London, Ontario, has an equally park-like setting and lots of parent involvement, in terms of daily visits, help with field trips and an active board.

Growing Concern director Gregory sees child care as an "extension of the family. It is not just a convenience, it is a vital part of a family's life," and parents must be as involved as possible. She is assisted by an active board and parents who are "welcome to pop in

and out during the day."

On the other hand, the Schoolhouse Playcare Centre, in Thunder Bay, started in September 1984 by women teachers for all employees of the board of education, has much less parent involvement during the day because most parents do not work at the same site. Chairperson Heather Exley explains, however, that although the parents are not there much on a daily basis, they are very involved. Schoolhouse also offers special events programming in the evenings and on weekends for parents and for parents with kids.

Community involvement By and large, children from the community are invited to enrol in workplace centres only when there are not enough employees' children to fill the centre. No one contacted for this article mentioned an instance in which the community actually asked a workplace-sponsored centre to expand to accommodate local children.

Kidzone initially served only CPRI employees but recently, when two infant spots became available and were not required by any CPRI staff, they were snapped up by members of the local community. The centre at Mutual Life, on the other hand, is devoted exclusively to the children of employees, as is Growing Concern, who have too large a waiting list as it is to be able to consider opening up spaces for the community.

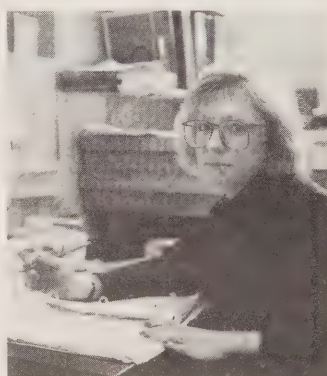
Nanabijou initially operated on a first-come, first-served basis. Now that they are more established, however, priority for the 37 spaces will be given to the university community. Local residents will have access to any remaining spots.

Nanabijou has been the beneficiary of much community expertise, however. When first planning the centre, Nanabijou asked for



Children at Lakehead University's Nanabijou Childcare Centre identify vegetables "planted" in the sandbox.

Susan Gregory, director, Growing Concern Daycare Centre



help from other day-cares in the city. One sent their president who spent two hours describing possible pitfalls and problems. As well, Nanabijou has had other assistance: The College in Thunder Bay was keen to help as were board members of other centres. "This help from community groups, and great support from COMSOC, made the entire start-up process much easier," said Bragnalo.

Future plans Those organizations that have successfully started workplace day-care centres are all pleased with the result. When asked if they would change anything in the process, parents, supervisors and board members could only come up with two suggestions: a start-up manual or collection of other people's experiences and extended funding so that the centre's supervisor could be hired early enough to have a hand in staffing and equipping the centre.

All of the centres profiled in this article are doing well. Some are doing so well that they want to expand. Windsor Hospital, for example, is looking into building a child-care wing onto the hospital and have just received a grant to research the feasibility of offering extended hours and emergency care. Mutual Life is also considering physical expansion.

Growing Concern has so proved its value to the hospital community since its opening in June 1985 that expansion is being planned. Gregory's hope is to be able to offer 24-hour care once the expansion happens. She also aims to increase service by providing "more flexible



Child-Care Counselling Employee Counselling Services, MGS

In recent years, the demand for quality child care has grown tremendously. Unfortunately, the shortage of child-care spaces and the even greater lack of easily accessible information on available child-care options and how to locate, evaluate and select the one that best meets a family's needs, have made the search for child care a difficult process for parents.

Given that child-care arrangements have a strong impact on employees' productivity, absenteeism, turnover and job satisfaction, it is in the best interests of both the employee and the employer to provide assistance with child care.

The Ontario provincial government has responded to the child care needs of its employees in several ways:

- providing funding in addition to the usual UIC benefits to maintain an employee's income at 93 percent of their regular salary for the 17-week maternity leave through the "SUB" plan
- offering an additional six months leave without pay
- offering flextime and permanent, part-time employment in many cases
- providing space and other assistance to a number of on-site, child-care centres operated by non-profit boards of directors for employee and community children. (Ministries must also consider the child-care needs of the staff in any new government building.)

As well, since 1976, the government has provided Child Care Counselling for its employees

across the province. The mandate of the program is to provide information so that parents can be informed consumers when selecting the best child-care alternative for their family.

Approximately 300 families, with a variety of child-care needs, receive individual assistance through the program every year. The service helps parents determine their child-care needs by considering various factors, such as the hours that care is needed, financial limitations, family composition, the child's age and personality, transportation used and personal preferences. An on-site, child-care centre may be the ideal solution for one family but may not be appropriate for another parent who is a shiftworker or has a school-age child.

After outlining the available options, both licensed and informal, the Child Care Counsellor then refers the parents to programs or services which will meet their need and offers advice on the kinds of questions to ask to ensure that the agency is a reliable one. First-time users of child care often need to be advised on ways of evaluating a caregiver's home, checking a reference, wording a "help wanted" ad, and/or assessing the suitability of a day-care centre's program.

The need for this type of assistance is greatest among new parents. Thirty-seven percent of the families who used the service during the 1987-1988 fiscal year were first-time parents looking for infant care. Fifty-six families called for in-

care." For example, at the moment she can't accommodate people who would use the centre less than 64 hours a month, nor can she take in children whose sitter has gone on a two-week vacation. "What workplace day care is all about," comments Gregory, "is answering the needs of the workplace. Here that means 24-hour care, seven days a week. That's what we're working towards."

Workplace child care is such a success for parents, children and employers one wonders why it did not happen earlier. Given the benefits for all concerned, it's not hard to see why workplace day care is here to stay.



Sheila Wilhelm, director of the Nanabijou Childcare Centre, looks on as her young friend points out cloud patterns.

Climbing the indoor gym at Nanabijou



formation before their child was born!

In addition to needing help with finding child care, many parents require counselling and support through the process. The term "separation anxiety" usually refers to the difficulty a child experiences when apart from a parent. In reality, the separation faced when a child begins in day care is often as hard, if not harder, on a parent. Offering extended maternity leave, providing practical assistance with arranging child care and offering counselling around the issues of being a working parent, help women to return to the workforce after childbirth with relative ease. This retention of human resources is of real benefit to an employer.

The Child Care Counsellor also assists single parents who need both child care and financial assistance by determining their need and referring them to the appropriate resource.

Many of the requests for assistance come from previous clients who require a different child-care arrangement. In some cases, the child has outgrown the current arrangement, for example, begins school, needs more stimulation, etc. In others, the child-care solution has broken down or the family situation has changed, for example a move, separation, or birth of another child.

Not all requests for service involve locating child care. Parents frequently call with a question about their current arrangement: How much should child care cost? What is the allowable ratio of children to caregivers? Is it reasonable to ask a nanny to take a child to the

park? Where do you find out about the child-care tax deduction? What is the minimum wage for domestics?

With the exception of infants (37 percent of calls), the age breakdown of children in need of child care is fairly evenly spread. Thirteen percent of requests were for toddlers, 22.6 percent preschool, 10.7 percent kindergarten, 15.9 percent school age, and 1 percent for special needs children. Ten percent of all calls were for assistance in obtaining temporary care for a child whose usual child-care arrangement has broken down due to the child's illness or caregiver unavailability.

Families are referred to all forms of child care: day-care centres, licensed private-home day-care agencies, and informal home day care, nannies, come-in caregivers, and community programs. (Although the percentages differ slightly from one age group to another, on the average, 32.7 percent of children were placed in child care centres, 5.9 percent in licensed PHDC, 27.2 percent in informal child-care arrangements, 13.4 percent with a come-in caregiver, 11.9 percent with a live-in nanny, 5 percent with a relative and 4 percent of the parents resigned from the workforce; 38.6 percent of parents selected licensed care, usually for the security of knowing that these programs are regulated and inspected; 57.5 percent of parents chose informal care as a result of the cost and shortage of licensed spaces or for the convenience and other benefits of in-home or neighbourhood-based care.)

It is worth noting that 25 percent



Helen Cooper, Child Care Counsellor, Employee Counselling Services, MGS

of families with more than one child had the children in different arrangements, making coordination difficult. Of the families who had their children in the same arrangement, 67.5 percent were using informal child care. Only 15 percent of families had all of their children in a day-care centre and, of these, almost half were receiving assistance with the cost.

In addition to individual child care counselling, the Child Care Counsellor offers noon-hour seminars and workshops on a variety of topics ranging from all aspects of child care to balancing work and home responsibilities or relocating a family. For many parents, the realization that they are not alone in experiencing the stresses and frustrations of being a working parent is a tremendous relief.

While the Child Care Counselling service is for government employees only, large companies with many different office sites who want to provide such a service might find it advantageous to follow this model. As well, non-government workers can get access to this kind of information by calling

local or neighbourhood community information centres or child-care resource centres.

Child care counselling is a viable method by which an employer can assist a large number of working parents with many varied child-care needs. This is a "win-win" solution for all involved. Employees gain peace of mind knowing that their children are well cared for, the employer benefits from having more productive workers and, most of all, the child benefits from good quality care.

UP-COMING EVENTS

November 30, 1988. Toronto, Ontario. "Work and Family: What's Working?" Co-sponsored by the School of Early Childhood Education Division of the Ryerson Polytechnical Institute. Contact: Margaret Pasionotto, Ryerson Polytechnical Institute, Continuing Education Division, 350 Victoria Street, Toronto M5B 2K3, phone (416) 979-5182.

RESOURCES

The Child Care Resource and Research Unit

RESOURCES FOR EMPLOYER-SUPPORTED CHILD CARE

Tricia Willis

Located at Room 415, 455 Spadina Avenue, Toronto, M5S 2G8 (College and Spadina), the Unit is open from 9 a.m. – 5 p.m. For further information, or to make an appointment, please call Martha Friendly or Tricia Willis at (416) 978-6895.

Unless otherwise noted, materials are available through your local public or college/university library or from the publisher.

Employer-Supported Child Care: Investing in Human Resources.

Burud, S., Aschbacher, P., & McCroskey, J. Dover, Massachusetts: Auburn House, 1984.

This American publication is designed for employers interested in developing child-care programs and policies. Several different types of employer-supported programs are discussed, including on-site care, referral services and employee leave and benefit packages.

Children at Child Care/Parents at Work. Child Care Resource and Research Unit, University of Toronto and the City of Toronto Planning and Development Department. Toronto: 1987.

This resource kit, available for loan from the Child Care Resource and Research Unit, is designed for groups, organizations and employers in Ontario interested in developing workplace child-care programs. Topics include: funding and legislation, costs and options of service models, benefits and obligations of work-related child care, as well as sections on how to get started, sample budgets and a

needs' survey adaptable for use in specific workplace situations.

A Study of Work-Related Day Care in Canada. Rothman-Beach Associates. In Background Papers to the Report of the Task Force on Child Care. Series 4: Child Care: The Employer's Role. Ottawa: Status of Women in Canada, 1986.

The result of a study conducted in 1984 for the federal Task Force on Child Care, this paper provides an inventory and description of work-related programs across Canada. Major themes include the advantages and disadvantages of work-related child care, alternatives to on-site care and factors affecting the growth and development of work-related child care.

Providing Good Day Care: The Role of Employers, Unions and the Private Sector. Mahoney, Kathleen. In Journal of the Canadian Association for Young Children, Winter/Spring 1984-85.

This paper discusses the involvement of employers, unions and the commercial sector in providing work-related child care in Canada. It argues that child care is a social service that provides educational

as well as economic benefits to society. Employee benefit packages, including sick child care leave, flexible work schedules and day-care subsidies are outlined.

Workers with Family Responsibilities in a Changing Society: Who Cares? Canada Employment and Immigration Advisory Council. Ottawa 1987.

An analysis of the problems Canadians face in combining work and family roles. The report discusses employment issues as they relate to family responsibility and the need for a national child-care policy.

• • •

The following publications are available from local Ministry offices and from the Child Care Branch:

Employer-supported Child-Care Case Studies

Employer-supported Child-Care Bibliography

Initial Steps in Starting a Day Nursery in Ontario

Day Nurseries: Highlights of the Legislation

Program Development Fund

As well, information and support is available through local Ministry offices.

Recent Publications

The National Directory of Toy Libraries and Parent Resource Centres, 2nd Edition, May 1988.

This handy new directory is published by The Canadian Association of Toy Libraries and Parent Re-

source Centres (TLRC), Canada. More than 700 Toy Libraries and Resource Centres are listed alphabetically by province and city. Listings include addresses, telephone numbers, contact names and the services provided. Service categories include parent-child drop-in centres, toy libraries, mobile units,

programs for children with special needs and parent workshops. Price \$10. Contact: Regina Gadacz, 301 Montrose Avenue, Toronto, Ontario M6G 3G9. Phone (416) 536-3394.

The Parent Sharing Kit (includes "Starting Points: A Handbook for Parents and Profes-

sionals" by Elaine Moroney, M.A.). This kit contains information about resources and supports for parents of children recently diagnosed as having hearing impairments. Contact: Information Services, The Canadian Hearing Society, 271 Spadina Road, Toronto M5R 2V3.

Le Service de
ressources et
de recherche
sur la garde
d'enfants

SERVICES DE GARDE
D'ENFANTS PATRONNÉS
PAR L'EMPLOYEUR

Tricia Willis

Le service est situé au 455, avenue Spadina, bureau 415, Toronto M5S 2G8 (College et Spadina). Il est ouvert de 9 h 00 à 17 h 00. Pour de plus amples renseignements ou pour prendre rendez-vous, veuillez appeler Martha Friendly ou Tricia Willis au (416) 978-6895.

À moins d'indication contraire, vous pourrez trouver les documents ci-dessous à la bibliothèque publique locale ou à la bibliothèque du collège/université, ou en vous adressant à la maison d'édition.

Employer-Supported Child Care: Investing in Human Resources. Burnard, S., Aschbacher, P. et McCroskey, J. Dover, Massachusetts: Auburn House, 1984.

Cette publication américaine est destinée aux employeurs qui envisagent d'adopter des programmes et des politiques de garde d'enfants. On y discute de différents types de programmes patronnés par l'employeur, y compris les garderies sur place, les services de recommandation et les congés et avantages offerts aux employés.

Children at Child Care/Parents at Work. Service de ressources et de recherche sur la garde d'enfants, Université de Toronto et Service de planification et de développement de la ville de Toronto. Toronto : 1987.

A Study of Work-Related Day Care in Canada. Rothman-Beach Associates. Dans *Background Papers to the Report of the Task Force and Employer's Role*. Ottawa : Status of Women in Canada, 1986.

Résultat d'une étude menée en 1984 pour le groupe de travail fédéral sur la garde d'enfants, ce document constitue un inventaire et une description des programmes liés au travail dans tout le Canada. On y parle des avantages et des inconvénients des services de garde liés au travail, des solutions de rechange et des facteurs qui influencent la croissance et le développement des services de garde liés au travail.

Providing Good Day Care: The Role of Employers, Unions and Kathleen. Dans *Journal of the Canadian Association for Young Children*, hiver/printemps 1984-1985.

Ce document porte sur la participation des employeurs, des syndicats et du secteur commercial à la prestation de services de garde d'enfants liés au travail au Canada. L'idée de base est que la garde d'enfants est un service social qui présente des avantages aussi bien éducationnels qu'économiques pour la société. On y trouve une description des avantages offerts aux employés, notamment les congés pour maladies d'enfant, les horaires flexibles et les subventions aux garderies.

On peut se procurer les publications suivantes dans les bureaux locaux du ministère et à la Direction des services de garde d'enfants :

Employer-supported Child-Care Case Studies

Employer-supported Child-Care Case Studies

Marche à suivre pour ouvrir une garderie en Ontario

Garderies : Grandes lignes de la loi

Fonds d'établissement des services de garde d'enfants

On peut aussi se renseigner et se faire aider dans les bureaux locaux du ministère.

Les travailleurs ayant des responsabilités familiales dans la société d'aujourd'hui. Qui s'en occupe? Conseil consultatif d'Employer et Immigration Canada. Ottawa, 1987.

Analyse des problèmes auxquels doivent faire face les Canadiens qui veulent combiner travail et responsabilités familiales. Le rapport présente les problèmes posés par le rapport entre l'emploi et les responsabilités familiales et la nécessité d'adopter une politique nationale de garde d'enfants.

par Elaine Moroney, M.A.). Cette trousse contient des renseignements sur les ressources et les appuis dont peuvent bénéficier les parents dont les enfants ont été récemment diagnostiqués comme malentendants. S'adresser à : Services d'information, Société canadienne de l'ouïe, 271, chemin Spadina, Toronto M5R 2V3.

grammes à l'intention des enfants en difficulté et les ateliers offerts aux parents. Prix : 10 \$. Personne-consult : Regina Gadacz, 301, avenue Montrose, Toronto (Ontario) M6G 3G9. Téléphone (416) 536-3394.

The Parent Sharing Kit (accom-

pagne de "Starting Points: A Handbook for Parents and Professionals"

700 centres de documentation et bibliothèques réunis en ordre alphabétique, par province et par ville. Les rubriques comprennent l'adresse, le numéro de téléphone, le nom de la personne-consult et les services fournis. Les catégories de services comprennent les centres d'accueil pour parents et enfants, les ludothèques, les centres mobiles, les parents et enfants, les centres de documentation à l'intention des par-

The National Directory of Toy Libraries and Parent Resource Centres, 2^e édition, mai 1988.

Publications
récentes

Ce sont surtout les nouveaux parents qui ont besoin de ce type d'aide. Trente-sept pour cent des familles sont-ils autorisés à s'occuper? Est-il raisonnable de demander à une gardienne d'emmener un enfant dans le parc? Comment se renseigner sur les déductions d'impôt au titre de la garde d'enfants? Quel est le salaire minimal des domestiques?

À l'exception des nouveaux-nés (37 pour 100 des appels), les enfants se répartissent par âge de façon relativement égale. Treize pour cent des demandes concernaient des enfants qui commençaient à marcher, 22,6 pour 100 des enfants d'âge préscolaire, 10,7 pour 100 des enfants en maternelle, 15,9 pour 100 des enfants d'âge scolaire et 1 pour 100 des enfants présentant des besoins spécifiques. Dix pour cent de tous les appels concernaient des enfants qui ne pouvaient plus bénéficier de leur système habituel, soit parce qu'ils étaient malades, soit parce que la personne en charge n'était plus disponible, et qui avaient besoin de services de garde temporaires.

Les familles sont référées à toutes sortes de services de garde d'enfants : garderies, services de garde autorisés en maison privée, services non officiels en maison privée, nourrices, gardiennes à domicile et programmes communautaires. Bien que les pourcentages diffèrent légèrement d'un groupe d'âge à un autre, les moyennes se répartissent ainsi : garderies, 32,7 pour 100 des enfants; maisons privées autorisées, 5,9 pour 100; services professionnels et les responsabilités familiales et au changement de domicile. Bien des gens sont immensément soulagés de savoir qu'ils ne sont pas seuls à faire face au stress et aux frustrations qui sont le lot des parents qui travaillent.

Bien que les services d'orientation en matière de garde d'enfants soient réservés aux employés du gouvernement, le modèle pourrait intéresser les grandes entreprises à bureaux multiples qui veulent dispenser le même type de service. Les travailleurs qui ne sont pas fonctionnaires pourront obtenir des renseignements

Un grand nombre des demandes proviennent d'anciens clients qui ont besoin d'un système de garde d'enfants différent. Dans certains cas, l'enfant est devenu trop grand pour se satisfaire de la formule initiale, par exemple il commence l'école, a besoin d'une plus grande stimulation, etc. Parfois, c'est le service qui cesse d'être offert ou la situation familiale qui change par suite d'un déménagement, par exemple, d'une séparation ou de la naissance d'un autre enfant.

Il ne s'agit pas toujours de trouver un service de garde d'enfants. Les parents appellent souvent pour se renseigner sur le système qu'ils utilisent déjà : Combien devrait coûter la

Beaucoup de parents ont besoin d'aide non seulement lorsqu'ils cherchent des services de garde d'enfants mais aussi une fois qu'ils en ont trouvés. On parle souvent d'"angoisse de séparation" pour décrire les difficultés qu'éprouve un enfant lorsqu'il est séparé de ses parents. En fait, la séparation est souvent tout aussi dure, sinon davantage, pour les parents. En offrant un congé de maternité étendu, en fournissant une aide pratique en matière de garde d'enfant et en dispensant des services d'orientation aux parents qui travaillent, on facilite le retour dans la population active des femmes qui ont un enfant. Cette rétention des ressources humaines est totalement à l'avantage de l'employeur.

Les conseillers aident également les parents uniques qui ont besoin de services de garde d'enfants et d'aide financière en les aidant à déterminer quels sont leurs besoins et en leur recommandant les services appropriés.

garde d'enfants? De combien d'en-

fants les pourvoyeurs de services

sont-ils autorisés à s'occuper? Est-il

raisonnable de demander à une gar-

dienne d'emmener un enfant dans le

parc? Comment se renseigner sur les

déductions d'impôt au titre de la

garde d'enfants? Quel est le salaire

minimal des domestiques?

À l'exception des nouveaux-nés (37

pour 100 des appels), les enfants se

répartissent par âge de façon rela-

tivement égale. Treize pour cent des

demandes concernaient des enfants

qui commençaient à marcher, 22,6

pour 100 des enfants d'âge présco-

laire, 10,7 pour 100 des enfants en

maternelle, 15,9 pour 100 des enfants

d'âge scolaire et 1 pour 100 des en-

fants présentant des besoins spé-

ciaux. Dix pour cent de tous les

appels concernaient des enfants qui

ne pouvaient plus bénéficier de leur

système habituel, soit parce qu'ils

étaient malades, soit parce que la

personne en charge n'était plus dis-

ponible, et qui avaient besoin de serv-

ices de garde temporaires.

Les familles sont référées à toutes

sortes de services de garde d'enfants :

garderies, services de garde autorisés en

maison privée, services non officiels en

maison privée, nourrices, gardiennes à

domicile et programmes communautaires.

Bien que les pourcentages diffèrent

légèrement d'un groupe d'âge à un

autre, les moyennes se répartissent

ainsi : garderies, 32,7 pour 100

des enfants; maisons privées

autorisées, 5,9 pour 100; services

professionnels et les responsabilités

familiales et au changement de domi-

cile. Bien des gens sont immensément

soulagés de savoir qu'ils ne

sont pas seuls à faire face au stress et

aux frustrations qui sont le lot des

parents qui travaillent.

Bien que les services d'orientation

en matière de garde d'enfants soient

réservés aux employés du gouverne-

ment, le modèle pourrait intéresser

les grandes entreprises à bureaux

multiples qui veulent dispenser le

même type de service. Les travail-

leurs qui ne sont pas fonctionnaires

pourront obtenir des renseignements

sur le système qu'ils utilisent déjà :

Combien devrait coûter la

garde d'enfants? De combien d'en-

fants les pourvoyeurs de services

sont-ils autorisés à s'occuper? Est-il

raisonnable de demander à une gar-

dienne d'emmener un enfant dans le

parc? Comment se renseigner sur les

déductions d'impôt au titre de la

garde d'enfants? Quel est le salaire

minimal des domestiques?

À l'exception des nouveaux-nés (37

pour 100 des appels), les enfants se

répartissent par âge de façon rela-

tivement égale. Treize pour cent des

demandes concernaient des enfants

qui commençaient à marcher, 22,6

pour 100 des enfants d'âge présco-

laire, 10,7 pour 100 des enfants en

maternelle, 15,9 pour 100 des enfants

d'âge scolaire et 1 pour 100 des en-

fants présentant des besoins spé-

ciaux. Dix pour cent de tous les

appels concernaient des enfants qui

ne pouvaient plus bénéficier de leur

système habituel, soit parce qu'ils

étaient malades, soit parce que la

personne en charge n'était plus dis-

ponible, et qui avaient besoin de serv-

ices de garde temporaires.

Les familles sont référées à toutes

sortes de services de garde d'enfants :

garderies, services de garde autorisés en

maison privée, services non officiels en

maison privée, nourrices, gardiennes à

domicile et programmes communautaires.

Bien que les pourcentages diffèrent

légèrement d'un groupe d'âge à un

autre, les moyennes se répartissent

ainsi : garderies, 32,7 pour 100

des enfants; maisons privées

autorisées, 5,9 pour 100; services

professionnels et les responsabilités

familiales et au changement de domi-

cile. Bien des gens sont immensément

soulagés de savoir qu'ils ne

sont pas seuls à faire face au stress et

aux frustrations qui sont le lot des

parents qui travaillent.

Bien que les services d'orientation

en matière de garde d'enfants soient

réservés aux employés du gouverne-

ment, le modèle pourrait intéresser

les grandes entreprises à bureaux

multiples qui veulent dispenser le

même type de service. Les travail-

leurs qui ne sont pas fonctionnaires

pourront obtenir des renseignements

sur le système qu'ils utilisent déjà :

Combien devrait coûter la

garde d'enfants? De combien d'en-

fants les pourvoyeurs de services

sont-ils autorisés à s'occuper? Est-il

raisonnable de demander à une gar-

dienne d'emmener un enfant dans le

parc? Comment se renseigner sur les

déductions d'impôt au titre de la

garde d'enfants? Quel est le salaire

minimal des domestiques?

À l'exception des nouveaux-nés (37

pour 100 des appels), les enfants se

répartissent par âge de façon rela-

tivement égale. Treize pour cent des

demandes concernaient des enfants

qui commençaient à marcher, 22,6

pour 100 des enfants d'âge présco-

laire, 10,7 pour 100 des enfants en

maternelle, 15,9 pour 100 des enfants

d'âge scolaire et 1 pour 100 des en-

fants présentant des besoins spé-

ciaux. Dix pour cent de tous les

appels concernaient des enfants qui

ne pouvaient plus bénéficier de leur

système habituel, soit parce qu'ils

étaient malades, soit parce que la

personne en charge n'était plus dis-

ponible, et qui avaient besoin de serv-

ices de garde temporaires.

Les familles sont référées à toutes

sortes de services de garde d'enfants :

garderies, services de garde autorisés en

maison privée, services non officiels en

maison privée, nourrices, gardiennes à

domicile et programmes communautaires.

Bien que les pourcentages diffèrent

légèrement d'un groupe d'âge à un

autre, les moyennes se répartissent

ainsi : garderies, 32,7 pour 100

des enfants; maisons privées

autorisées, 5,9 pour 100; services

professionnels et les responsabilités

familiales et au changement de domi-

cile. Bien des gens sont immensément

soulagés de savoir qu'ils ne

sont pas seuls à faire face au stress et

aux frustrations qui sont le lot des

parents qui travaillent.

Bien que les services d'orientation

en matière de garde d'enfants soient

réservés aux employés du gouverne-

ment, le modèle pourrait intéresser

les grandes entreprises à bureaux

multiples qui veulent dispenser le

même type de service. Les travail-

leurs qui ne sont pas fonctionnaires

pourront obtenir des renseignements

sur le système qu'ils utilisent déjà :

Combien devrait coûter la

garde d'enfants? De combien d'en-

fants les pourvoyeurs de services

sont-ils autorisés à s'occuper? Est-il

raisonnable de demander à une gar-

dienne d'emmener un enfant dans le

parc? Comment se renseigner sur les

déductions d'impôt au titre de la

garde d'enfants? Quel est le salaire

minimal des domestiques?

À l'exception des nouveaux-nés (37

pour 100 des appels), les enfants se

répartissent par âge de façon rela-

tivement égale. Treize pour cent des

demandes concernaient des enfants

qui commençaient à marcher, 22,6

pour 100 des enfants d'âge présco-

laire, 10,7 pour 100 des enfants en

maternelle, 15,9 pour 100 des enfants

d'âge scolaire et 1 pour 100 des en-

fants présentant des besoins spé-

ciaux. Dix pour cent de tous les

appels concernaient des enfants qui

ne pouvaient plus bénéficier de leur

système habituel, soit parce qu'ils

étaient malades, soit parce que la

personne en charge n'était plus dis-

ponible, et qui avaient besoin de serv-

ices de garde temporaires.

Les familles sont référées à toutes

sortes de services de garde d'enfants :

garderies, services de garde autorisés en

maison privée, services non officiels en

maison privée, nourrices, gardiennes à

domicile et programmes communautaires.

Bien que les pourcentages diffèrent

légèrement d'un groupe d'âge à un

autre, les moyennes se répartissent

ainsi : garderies, 32,7 pour 100

des enfants; maisons privées

autorisées, 5,9 pour 100; services

professionnels et les responsabilités

familiales et au changement de domi-

cile. Bien des gens sont immensément

soulagés de savoir qu'ils ne

sont pas seuls à faire face au stress et

aux frustrations qui sont le lot des

parents qui travaillent.

Bien que les services d'orientation

en matière de garde d'enfants soient

réservés aux employés du gouverne-

ment, le modèle pourrait intéresser

les grandes entreprises à bureaux

multiples qui veulent dispenser le

même type de service. Les travail-

leurs qui ne sont pas fonctionnaires

pourront obtenir des renseignements

sur le système qu'ils utilisent déjà :

Combien devrait coûter la

garde d'enfants? De combien d'en-

fants les pourvoyeurs de services

sont-ils autorisés à s'occuper? Est-il

raisonnable de demander à une gar-

dienne d'emmener un enfant dans le

parc? Comment se renseigner sur les

déductions d'impôt au titre de la

garde d'enfants? Quel est le salaire

minimal des domestiques?

À l'exception des nouveaux-nés (37

pour 100 des appels), les enfants se

répartissent par âge de façon rela-

tivement égale. Treize pour cent des

demandes concernaient des enfants

qui commençaient à marcher, 22,6

pour 100 des enfants d'âge présco-

laire, 10,7 pour 100 des enfants en

maternelle, 15,9 pour 100 des enfants

</

Services d'orientation des employés en matière de garde d'enfants, msg

bâtiments.)

Depuis 1976, le gouvernement a également dispensé à ses employés des services d'orientation en matière de garde d'enfants dans toute la province. Le programme a pour objectif de fournir des renseignements aux parents pour qu'ils puissent agir en conscience de cause lorsqu'ils décident de faire garder leurs enfants. Le programme permet d'aider individuellement tous les ans quelque 300 familles qui présentent des besoins divers. Le service aide les parents à déterminer leurs besoins en tenant compte de divers facteurs comme les heures où ils doivent faire garder leurs enfants, leurs contraintes financières, la composition de la famille, l'âge et la personnalité de l'enfant, le moyen de transport utilisé et les préférences personnelles. Une garderie sur place peut représenter la solution idéale pour une famille mais ne pas correspondre aux besoins d'un parent qui travaille par roulement ou dont l'enfant va à l'école.

Après avoir présenté aux parents les options possibles, officielles et non officielles, les conseillers recommandent aux parents les programmes et les services qui correspondent à leurs besoins et leur donnent des conseils sur le genre de question à poser pour s'assurer qu'ils ont affaire à des services fiables. Les personnes qui font appel pour la première fois à des services de garde d'enfants ont souvent besoin d'être conseillées sur la façon d'évaluer le foyer du pourvoyeur de services, de vérifier les références, de rédiger une annonce et/ou d'évaluer la pertinence du programme de la garderie.

On n'a jamais autant demandé de services de garde d'enfants de qualité que ces dernières années. Malheureusement, le manque d'espaces et le manque encore plus grand de renseignements sur les différentes options qui s'offrent aux parents et sur la meilleure façon de trouver, d'évaluer et de choisir les services qui répondent au mieux aux besoins des familles est une entre-prise difficile.

Vu le rapport étroit qui existe entre le système de garde d'enfants adopté par les employés et la productivité, le taux d'absentéisme, la stabilité et la satisfaction au travail du personnel, employés et employeurs ont intérêt à collaborer dans ce domaine.

Le gouvernement provincial de l'Ontario a répondu de différentes façons aux besoins de ses employés en matière de garde d'enfants :

- en accordant aux employés le supplément financier aux indemnités d'assurance-chômage habituelles qui leur permet de maintenir leur revenu à 93 pour 100 de leur salaire habituel pendant les 17 semaines de congé de maternité;
- en leur offrant un congé supplémentaire de six mois sans salaire;
- en leur offrant dans bien des cas des horaires souples et des emplois à temps partiel permanents;
- en fournissant diverses formes d'aide et l'espace nécessaire à un certain nombre de garderies sur place sans but lucratif gérées par des conseils d'administration à l'intention des enfants des employés et de la collectivité. (Les ministères doivent également tenir compte des besoins des employés en matière de garde d'enfants dans tous les nouveaux

ne peut pas accepter les gens qui utiliseraient le centre moins de 64 heures par mois et elle ne peut pas accepter les enfants dont la gardienne est en vacances pendant deux semaines. "Ce que doivent faire les garderies en milieu de travail", dit Gregory, "c'est répondre aux besoins du milieu de travail. Ici, cela signifie 24 heures de services par jour 7 jours par semaine. C'est cela que nous visons."

Les garderies en milieu de travail représentent une telle réussite pour les parents, les enfants et les employeurs que l'on se demande pourquoi on n'y a pas pensé plus tôt. Étant donné les avantages qu'en tirent toutes les personnes en cause, on ne peut pas de sitôt.



Sheila Wilhelm, directrice de la garderie Nanabijou, en compagnie d'une petite amie qui lui montre des motifs de nuages.

À Nanabijou, la cage aux écuverts occupe l'une des petites.





système de gestion des garderies en milieu de travail suit deux modèles principaux :

- la garderie créée à titre de société sans but lucratif administrée par un conseil d'administration et
- la garderie administrée à titre de division de la compagnie.

Dans la plupart des cas, des représentants de la direction de l'organisation siègent au conseil d'administration de la garderie et assurent la liaison entre la garderie et la direction. Le conseil d'administration de Nanabiyou comprend également des représentants des syndicats, du syndicat étudiant et d'autres "groupes". (Les autres groupes comprennent les utilisateurs à venir et une membre de la collectivité, qui, bien que ses utilisateurs aient grand, constitue à s'inscrire à la question des services de garde de qualité.) À l'heure actuelle, le conseil d'administration de Nanabiyou ne compte que trois clients (parents utilisateurs) parmi ses onze membres. Cependant, ce petit nombre vient probablement du fait que la garderie a ouvert ses portes en janvier alors que la plupart des parents avaient déjà choisi leur formule de garde d'enfants pour l'année. Bragnalo espère qu'après les élec-

tions d'octobre, la représentation des parents atteindra au moins 50 pour 100.

Growing Concerns, qui a ouvert ses portes en juin 1985 et est totalement indépendante de l'hôpital de l'administration active de 11 membres constitués de trois parents, de délégués syndicaux, d'un administrateur siègeant au conseil d'administration de l'hôpital et de trois personnes qui ont aidé à mettre le programme en place. Susan Gregory, superviseuse de la garderie, siège d'office au conseil d'administration et est très satisfaite de la façon dont la garderie a été reçue.

La garderie de La Mutuelle, à Waterloo, est gérée à titre de service de la compagnie d'assurance. Bien qu'il n'y ait pas de conseil d'administration, la communication avec les parents est entretenue par le biais de circuits de conseil d'administration de la compagnie envisageant également des réunions un comité de parents, dit Eric Sigmund, membre du service des ressources humaines qui est responsable de la garderie. Le personnel de la garderie est employé par la compagnie et jouit des mêmes avantages que les autres employés. La compagnie, qui se considère un em-

ployeur progressiste, a institué la garderie 1982 et n'a jamais reçu de fonds de l'extérieur, ce dont elle est fière.

La garderie de l'hôpital Western de Windsor répond à une formule originale. C'est une garderie sans but lucratif qui a ouvert ses portes en 1985 et est administrée par les auxiliaires de l'hôpital. Les parents ne siègent pas au conseil d'administration mais ils reçoivent une circulation semestrielle et sont invités à des réunions.

À quels enfants s'adresser et quand? Une des grandes décisions à prendre, à l'étape de la planification, concerne l'âge des enfants que l'on décide de servir. Les nouveaux-nés,



Wendy Eastwood, l'une des superviseuses au centre Growing Concerns, offre des tours à dos de poney à ses jeunes charges en visite à sa ferme, près de Poplar Hill.

De toutes jeunes clientes de la garderie Growing Concerns.



les enfants qui commencent à marcher et les enfants d'âge préscolaire ont tous besoin de services de garde de même, parfois, que les enfants d'âge scolaire. Beaucoup de garderies ne prennent pas de nouveaux-nés, en partie parce que les soins aux nouveaux-nés reviennent plus cher. Certaines garderies, comme Growing Concerns, offrent des programmes d'été aux enfants d'âge scolaire.

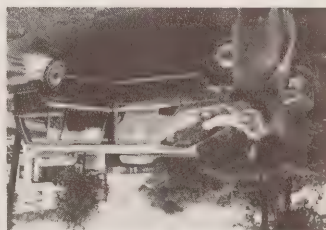
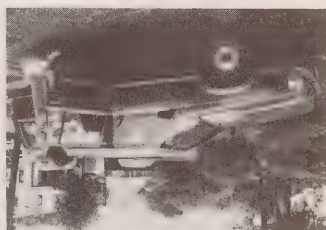
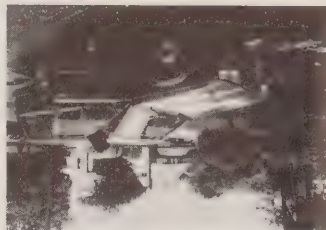
La plupart des garderies sont ouvertes d'environ 7 h 00 le matin à 6 h 00 le soir. Growing Together, garderie du Centre régional du Sud-Ouest des handicapés mentaux à Blenheim (Ontario), avait prévu, pour commencer, de fonctionner par roulement de 8 h du matin à minuit.

La famille Perron est debout depuis 6 h 00 du matin. Il est maintenant 7 h 30 et Jeanne, François et leurs enfants, Sarah, 5 ans, et Jean, 1 an, sont prêts à partir au travail ou à la garde. Comme François travaille à la garde, c'est Jeanne qui les prend dans sa voiture. Elle commence par emmener Jean chez la gardienne, à quinze minutes de là. Une fois qu'il est installé, elle prend la direction de la garde de Sarah avant de garer sa voiture auprès du métro où elle doit encore passer trente minutes avant d'arriver au travail. La même chose se passe en sens inverse à la fin de la journée, avec, parfois, l'aide de François, lorsque son horaire le lui permet.

Devant les problèmes que pose un tel système, il n'est pas surprenant que travailleurs et entreprises soient à la recherche d'autres formules. La garde d'enfants en milieu de travail en est une.

En Ontario, le système de garde d'enfants en milieu de travail a pris beaucoup d'extension depuis le programme mis en place par l'hôpital Riverdale au milieu des années 1960. Depuis que des fonds ont été mis à leur disposition dans le cadre du programme d'initiatives en matière de garde d'enfants du ministère des Services sociaux et communautaires, les compagnies sont de plus en plus nombreuses à se lancer.

Comment commencer L'idée peut venir des travailleurs, du syndicat ou de la direction mais, quel que soit le point de départ, une garderie en milieu de travail doit compter un défenseur dans les rangs des cadres supérieurs. C'est certainement ce qui s'est passé pour le centre Nanabijou de l'université Lakehead qui a ouvert ses portes en janvier 1988. Bill Bragnalo, directeur des ressources humaines à l'université et président par intérim du conseil d'administration de Nanabijou, rappelle qu'après plusieurs faux départs, il a fallu l'intervention spéciale du président de



Une fois la décision prise, le travail assumé la majorité des tâches de un comité de huit à dix membres qui a finalement à bouger. Ceci fait, c'est pour que les choses se mettent à l'université, le Dr Bob Rosehart, la création d'une garderie varie beaucoup. En Ontario, on trouve des garderies dans des bâtiments aussi divers qu'une église désaffectée (La Mutuelle), une résidence étudiante (Hydro Ontario) et Queen's Park, sans parler des espaces réservés dans les bâtiments des entreprises plus conventionnelles. Magna International, dont le président Frank Stronach a lancé l'idée de la garderie en milieu de travail, a été jusqu'à construire un nouveau bâtiment consacré exclusivement à la garderie Newpark.

Financement et frais d'inscription Une fois qu'elles ont accepté l'idée d'une garderie en milieu de travail, les entreprises peuvent fournir des fonds de démarrage pour aider à effectuer des rénovations ou offrir des prêts sans intérêt jusqu'à ce que la garderie soit pleinement opération-

Une fois que la garderie a commencé à fonctionner, beaucoup de compagnies insistent pour qu'elle paie un loyer raisonnable et assume tous les extras. La plupart des entreprises exigent que les droits d'inscription des enfants couvrent le coût d'exploitation de la garderie. Les droits d'inscription sont généralement établis en fonction du prix des services équivalents dans la collectivité. À la garderie Newpark de Magna, les droits d'inscription sont indexés sur le revenu, bien que le montant maximum soit basé sur les prix courants. Certaines garderies demandent d'avantage pour les enfants dont les parents ne sont pas des employés.

Une fois que la garderie a commencé à fonctionner, beaucoup de compagnies insistent pour qu'elle paie un loyer raisonnable et assume tous les extras. La plupart des entreprises exigent que les droits d'inscription des enfants couvrent le coût d'exploitation de la garderie. Les droits d'inscription sont généralement établis en fonction du prix des services équivalents dans la collectivité. À la garderie Newpark de Magna, les droits d'inscription sont indexés sur le revenu, bien que le montant maximum soit basé sur les prix courants. Certaines garderies demandent d'avantage pour les enfants dont les parents ne sont pas des employés.

Des artistes en herbe choisissent leurs couleurs à la garderie de l'hôpital Western, à Windsor.



La garde d'enfants : une question syndicale

Fédération du travail de l'Ontario



Cela fait plus de dix ans que la garde d'enfants fait partie des thèmes majeurs des discussions, des préoccupations et des politiques du mouvement ouvrier.

Nous nous intéressons à la garde d'enfants à plusieurs titres. À titre de parents et de grand-parents, nous voulons un milieu stable, chaleureux et stimulant pour nos enfants. À titre de citoyens et de contribuables, nous tenons à ce que le meilleur usage possible soit fait des deniers publics. Et à titre de promoteurs du progrès, nous nous intéressons également à la politique publique, à la prestation des services publics et aux conditions de travail de ceux qui les dispensent.

Nous savons que la société – et les familles – sont en pleine évolution depuis un certain temps. Les familles biparentales, le père et la mère travaillent. Le nombre de familles monoparentales s'accroît. La famille étendue a quasiment disparu.

Ces changements ont bouleversé le rapport entre parents et enfants et créé le besoin d'un système de soutien familial plus développé. Notre conception de la garde d'enfants correspond en général à ce que les parents réclament dans toute la province. Comme nous, les citoyens de toutes les régions et de tous les milieux répètent que nous ne pouvons pas vivre dans le passé. Le moment d'agir est arrivé et c'est au gouvernement de jouer.

Les syndicats ont parfois été en mesure de négocier certaines formes de garde d'enfants en milieu de travail. Nous avons cependant découvert que, bien que la garde d'enfants en milieu de travail puisse régler certains problèmes, elle ne peut servir de fondement à la formule générale que nous voulons voir mettre en place.

Dans le cadre du système de garde d'enfants en milieu de travail, les employeurs n'assument généralement que le prix du loyer ou ce qu'il en coûte pour occuper les locaux fournis

sur place. Ceci ne représentant certainement pas une petite portion du coût réel, le prix demandé pour faire garder les enfants en milieu de travail est souvent tout aussi rédhibitoire que celui des garderies locales. Certains de nos membres ne peuvent pas se permettre de faire garder leurs enfants là où ils travaillent. Nous estimons que les garderies en milieu de travail ne sont pas une solution aux problèmes qui existent actuellement et ne pourraient constituer qu'une des composantes d'un système de services de garde diversifiés.

À quoi ressemblerait ce système de services diversifiés? Nous appuyons la recommandation qui vise la mise en place d'un système flexible et varié qui comprendrait une gamme coordonnée de services prévus pour répondre aux différents besoins et aux différentes cultures. Le système serait accessible à tous les enfants de 0 à 12 ans et subventionné par le gouvernement pour éliminer tout obstacle financier. Les services devraient être autorisés et régulés

mentés aux fins de qualité, et parents et employés devraient participer à la planification et aux prises de décisions.

Ce sont les services de garde à base communautaire qui constituent le cœur du système auquel viendraient s'intégrer des programmes satellites, y compris le soutien aux parents à la maison. Les fonds gouvernementaux ne seraient affectés qu'aux entreprises sans but lucratif et le personnel chargé de s'occuper des enfants recevrait un salaire et des avantages sociaux en rapport avec la valeur du travail effectué.

Une amélioration des congés dont les parents pourraient bénéficier aux termes de la loi à l'occasion de la naissance ou de l'adoption d'un enfant, et l'octroi de congés pour maladie dans la famille viendraient compléter ce système.

Les problèmes associés de nos jours à la garde d'enfants ne sont pas sans rappeler ceux qui ont accompagné l'enseignement public

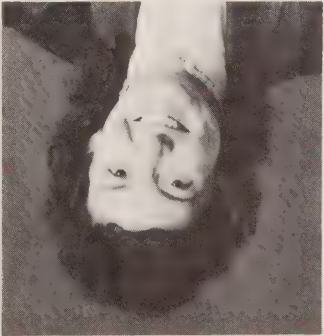
vous invite à faire vos commentaires sur les questions qui vous intéressent. Les opinions exprimées dans cette colonne ne reflètent pas nécessairement celles du Ministère.

beaucoup plus tôt dans notre histoire ou les services d'assurance-maladie au début du siècle. Nous aimons trop nos enfants pour pouvoir vivre dans un passé qui ne sera bientôt plus qu'un souvenir. Il est évident que la nécessité d'une formule générale de soutien familial se fait plus insistante avec chaque jour qui passe.

Nous estimons que la garde d'enfants devrait être un service public fondamental, offert à tous, un droit pour les enfants et l'un des avantages offerts par la société contemporaine.

Du bureau de la directrice

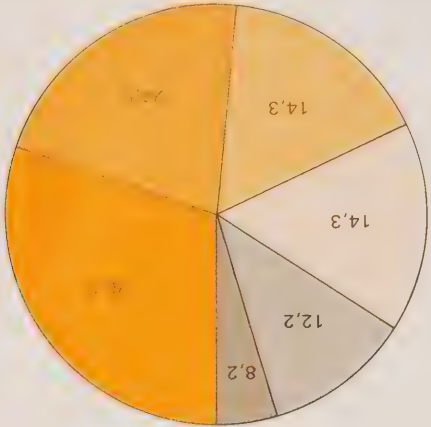
Kay Eastham



La garde d'enfants : Orientations. (On peut s'en procurer des exemplaires supplémentaires auprès de la Direction des services de garde d'enfants.) Ce rapport bilingue se présente sous le même format qu'Orientations nouvelles et décrit les initiatives et les réussites qui ont marqué la première année du cycle de planification. On y traite des priorités de financement, de l'amélioration des associations, des nouveaux modèles de services, des initiatives liées à l'emploi et des entreprises de qualité. Le rapport n'établit pas de liens entre les faits saillants, il ne reflète pas pleinement l'activité intense et l'excitation engendrées par la première année de mise en oeuvre du plan. L'une des réussites marquantes a été l'introduction des nouvelles subventions de fonctionnement directes et continues.

Nous en sommes maintenant à la deuxième année de mise en oeuvre. Elle promet d'être aussi active et productive que la première.

Services de garde d'enfants sur place patronnés par l'employeur



Juin 1988 a marqué le premier anniversaire de la publication de *La garde d'enfants : Orientations nouvelles*, le premier plan triennal provincial visant à mettre en place un système intégral et complet de services de garde d'enfants en Ontario.

Pour fêter cet anniversaire, nous avons décidé de préparer un rapport sur la première année de mise en oeuvre (exercice 1987-1988), dont un exemplaire est joint à ce numéro de

L'étape suivante consiste à créer un comité de direction au sein de l'entreprise pour étudier la question. Les personnes recrutées pour ce comité doivent avoir des compétences variées et, si possible, comprendre des gens de divers services et divers niveaux. Marilyn Austen, conseillère de programme au ministère des Services sociaux et communautaires, souligne qu'il s'agit de quelque chose de plus important qu'un comité spécial. Les membres doivent être prêts à s'engager jusqu'à deux ou trois ans. Certaines entreprises signalent des périodes de démarrage encore plus longues.

Une fois que le comité a été créé, il faut décider qui, parmi les parties intéressées, a le pouvoir d'approuver les décisions prises par le comité. En réglant cette question dès le départ, on évite les conflits possibles à l'avenir.

La première tâche du comité est triple : il doit déterminer les besoins des employés et l'engagement de la direction (en termes de financement et d'espace), et examiner ce qui est déjà disponible dans la collectivité. La meilleure façon de déterminer les besoins des employés est d'effectuer des sondages (qui doivent comprendre des données démographiques de base comme le niveau de revenu, le sexe et l'âge de l'enfant) et de contacter les groupes cibles.

Une fois ces données réunies, le comité peut déterminer le type de services qui répondra au mieux aux besoins de toutes les personnes en cause. Il y a bien des choix possibles : S'agira-t-il d'une garderie sur place ou à l'extérieur? L'entreprise achètera-t-elle des places dans une garderie communautaire déjà existante? Est-ce qu'elle engagera un conseiller ou une conseillère en garde d'enfants pour aider les familles à trouver des solutions dans leur propre collectivité dans le cadre de services collectifs ou de services en maisons privées? S'il s'agit d'une petite entreprise, serait-il possible de passer un accord avec des entre-

prises avoisinantes pour créer un service? Il ne faut pas oublier qu'il n'existe jamais de solution unique pour tout le monde mais qu'il y en a habituellement une qui semble satisfaire la majorité des gens. À ce niveau, il est souvent utile de consulter des experts en garde d'enfants, des avocats, et parfois des conseillers en gestion.

Dans la plupart des cas, c'est la garderie sur place qui semble avoir la faveur. En supposant que ce soit le cas de votre bureau, la tâche suivante du comité sera de trouver et d'aménager l'espace nécessaire.

À cette étape, il est essentiel de consulter le bureau de secteur du ministère des Services sociaux et communautaires. La conseillère de programme pourra vous expliquer quelles sont les exigences de la loi en matière d'espace intérieur et extérieur, vous conseiller sur les rénovations requises, vous suggérer des moyens de trouver des fonds et de veiller à ce que la garderie soit conforme à toutes les exigences, politiques et procédures de la Loi sur les garderies qui régit toutes les garderies autorisées. Il faudra aussi l'approbation des services locaux de santé, de lutte contre l'incendie et de zonage.

Si vous décidez d'instituer une garderie, engagée ou une superviseur(e) dès que ce sera financièrement possible (en règle générale, six mois avant l'ouverture). Cette période pourra alors participer au recrutement du personnel, à l'achat de l'équipement et à l'élaboration des politiques.

Il y a aujourd'hui des douzaines d'entreprises dans tout l'Ontario qui répondent aux besoins toujours croissants des parents qui travaillent. (Voir le tableau ci-joint). Les services de garde d'enfants patronnés par l'employeur offrent une occasion unique au gouvernement, au secteur privé et à la collectivité de partager la responsabilité de la prestation de services de garde d'enfants de haute qualité.

en milieu de
travail
patronnée
par
l'employeur

live".

ite.

Photographie : Roger Henrikas

pour en procurer de plus amples renseignements sur le bulletin ou pour faire part d'un changement d'adresse, s'adresser à : **La direction, La Garde d'enfants : Orientations**, Direction des services de garde d'enfants, ministère des Services sociaux et communautaires de l'Ontario, 700, rue Bay, 9^e étage, Toronto (Ontario) M5G 1Z6. Téléphone : (416) 965-0912.

Ontario
Ministère des
Services sociaux
et communautaires
John Sweeney
Ministre



La présidente de Familles That Work, Karen Lieberman, arrive de bon matin pour une rencontre à Global TV, l'une de ses premières sociétés clientes en services de garde d'enfants.

La garde d'enfants

ORIENTATIONS

En Ontario, la garde d'enfants est une question qui intéresse *aussi bien* les familles que le monde du travail. De nos jours, les employeurs doivent tenir compte de l'évolution de la situation économique, sociale et démographique et de l'interdépendance croissante entre les responsabilités professionnelles et les responsabilités familiales. Les parents des jeunes enfants qui désirent travailler ont besoin de services de garde pour pouvoir se joindre à la population active et y rester; et les employeurs doivent pouvoir compter sur une population active où les parents de jeunes enfants sont de plus en plus nombreux.

Les temps changent - et avec eux l'attitude vis-à-vis du travail Non seulement les parents de jeunes enfants sont de plus en plus nombreux au sein de la population active mais ils ont aussi de plus en plus de choses à dire sur les rapports entre leur travail et leurs enfants. Autrefois, les parents qui travaillaient à l'extérieur hésitaient à parler des problèmes que leur posait la garde de leurs enfants car ils craignaient que cela ne compromette leur loyauté et leur stabilité d'employés, et leurs possibilités d'avancement. Aujourd'hui, cependant, les employés sont prêts à s'exprimer ouvertement sur des



Richard Bradley, coordonnateur, Direction des services de garde d'enfants, MSSC.

questions comme la satisfaction professionnelle, les carrières multiples et la nécessité d'intégrer obligations professionnelles et obligations familiales. Comme on pouvait s'y attendre, les parents qui travaillent rappellent qu'ils seraient plus efficaces au travail si leurs employeurs étaient plus sensibles au stress que travail et famille.

Ce mélange de franchise de la part des employés et de sensibilisation des employeurs a porté ses fruits. Les employeurs de l'Ontario s'aperçoivent, en nombre croissant, à se pencher sur la question de la garde d'enfants. Ils se rendent compte que la qualité de la vie à la maison - et donc au travail - est inextricablement liée à l'offre de services de garde d'enfants accessibles, abordables et de haute qualité dans les collectivités, et que les problèmes posés par l'absence de ces services se répètent, et que le moral et

le taux de rétention des employés. C'est pourquoi beaucoup d'employeurs consacrent de plus en plus de temps, d'énergie et d'argent à tenter de résoudre des problèmes comme : Le syndrome de trois heures : Où la productivité baisse parce que les parents inquiets pensent à leurs enfants - qui sont rentrés de l'école et sont seuls à la maison.

- La perte des talents : Les employés tiennent à protéger l'investissement dans l'entreprise que représentent leurs employés, lorsqu'ils décident d'élever des enfants en milieu de carrière. Une étude américaine a conclu que les compagnies peuvent investir plus de 200 000 \$ pour former le personnel de direction.
- Le recrutement des meilleurs travailleurs : Les employeurs qui cherchent à attirer les meilleurs travailleurs commencent à comprendre que l'offre de services de garde d'enfants constitue un atout de recrutement.
- L'absentéisme : Le remplacement temporaire des travailleurs dont les enfants sont malades revient cher. Plusieurs autres facteurs ont contribué à la sensibilisation croissante des employeurs à la question de la garde des enfants :
- L'accroissement phénoménal du nombre de femmes qui travaillent (en

Services de garde d'enfants patronnés par l'employeur

SERVICES DE GARDE D'ENFANTS PATRONNÉS PAR L'EMPLOYEUR

La garde d'enfants

ORIENTA

une question qui intéresse aussi bien les familles que le monde du travail. De nos jours, les employeurs doivent tenir compte de l'évolution de la situation économique, sociale et démographique et de l'interdépendance croissante entre les responsabilités professionnelles et les responsabilités familiales. Les parents des jeunes enfants qui désirent travailler ont besoin de services de garde pour pouvoir se joindre à la population active et y rester; et les employeurs doivent pouvoir compter sur une population active où les parents de jeunes enfants sont de plus en plus nombreux.

Les temps changent - et avec eux l'attitude vis-à-vis du travail Non seulement les parents de jeunes enfants sont de plus en plus nombreux au sein de la population active mais ils ont aussi de plus en plus de choses à dire sur les rapports entre leur travail et leurs enfants. Autrefois, les parents qui travaillaient à l'extérieur hésitaient à parler des problèmes que leur posait la garde de leurs enfants car ils craignaient que cela ne compromette leur loyauté et leur stabilité d'employés, et leurs possibilités d'avancement. Aujourd'hui, cependant, les employés sont prêts à s'exprimer ouvertement sur des

Richard Bradley, coordonnateur, Direction des services de garde d'enfants, MSSC.



questions comme la satisfaction professionnelle, les carrières multiples et la nécessité d'intégrer obligations familiales et obligations familiales. Comme on pouvait s'y attendre, les parents qui travaillent rappellent qu'ils seraient plus efficaces au travail si leurs employeurs étaient plus sensibles au stress que provoque la nécessité de concilier travail et famille.

Ce mélange de franchise de la part des employés et de sensibilisation des employeurs a porté ses fruits. Les employeurs de l'Ontario s'apprêtent, en nombre croissant, à se pencher sur la question de la garde d'enfants. Ils se rendent compte que la qualité de la vie à la maison - et donc au travail - est inextricablement liée à l'offre de services de garde d'enfants accessibles, abordables et de haute qualité dans les collectivités, et que les problèmes posés par l'absence de ces services se reflètent sur la productivité, le moral et

le taux de rétention des employés. C'est pourquoi beaucoup d'employeurs consacrent de plus en plus de temps, d'énergie et d'argent à tenter de résoudre des problèmes comme :

- Le syndrome de trois heures : Où la productivité baisse parce que les parents inquiets pensent à leurs enfants - qui sont rentrés de l'école et sont seuls à la maison.
- La perte des talents : Les employeurs tiennent à protéger l'investissement dans l'entreprise que représentent leurs employés, lorsque ceux-ci décident d'élever des enfants en milieu de carrière. Une étude américaine a conclu que les compagnies peuvent investir plus de 200 000 \$ pour former le personnel de direction.
- Le recrutement des meilleurs travailleurs : Les employeurs qui cherchent à attirer les meilleurs travailleurs commencent à comprendre que l'offre de services de garde d'enfants constitue un atout de recrutement.
- L'absentéisme : Le remplacement temporaire des travailleurs dont les enfants sont malades revient cher. Plusieurs autres facteurs ont contribué à la sensibilisation croissante des employeurs à la question de la garde des enfants :
- L'accroissement phénoménal du nombre de femmes qui travaillent (en

SERVICES DE GARDE D'ENFANTS PATRONNÉS PAR L'EMPLOYEUR

